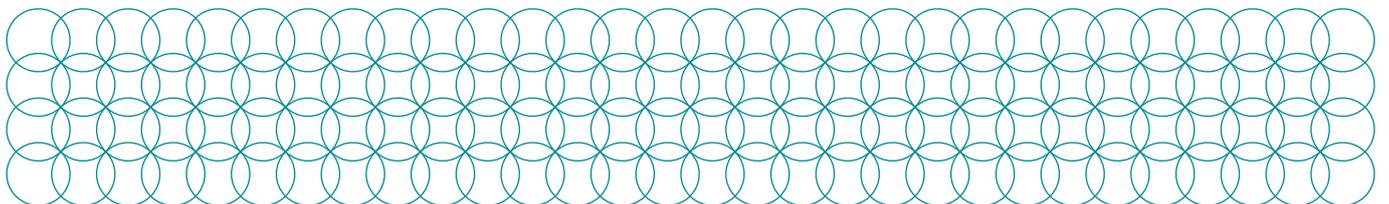




Ministry of  
**JUSTICE**

The Correctional Services  
Accreditation Panel  
Report  
**2008-2009**



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## Foreword

I am pleased to introduce the tenth report summarising the work completed by the Correctional Services Accreditation Panel (CSAP). Last year's Annual Report included an update on the Panel's future status and since then a new Panel of experts was recruited in January 2008 and CSAP became a non-statutory body in May 2008. Following the establishment of the NOMS Agency and the Criminal Justice Group (CJG) in April 2008, the work of the Panel moved to the Criminal Justice Group within the Ministry of Justice. I took on the role of CSAP Chair, when I became Head of the Performance and Regulation Unit in November 2008, and have responsibility for regulating the performance and delivery of offender management services.

I would like to take this opportunity to thank Professor Friedrich Lösel, the previous CSAP Chair, who took on the role in November 2005. During this transitional time, he steered the Panel with clarity and firmness of purpose. The number of high quality programmes that the Panel accredited during his leadership is indicative of his commitment to promoting the effective treatment of offenders and driving up the quality of interventions. The Panel has benefited greatly from his leadership and breadth of knowledge and experience and we are delighted that we will continue to benefit from his expertise as a member of the Panel.

This has been a busy year and the volume of business submitted to the Panel has been high. The Panel considered a number of applications from NOMS, third party and external providers for accreditation guidance or review. It also continued to advise on audit issues brought to it.

During the course of the year a wide range of submissions were made to the Panel. The outcome of the Panel's considerations of these submissions included the following:

- Three programmes were fully accredited. The Cognitive Skills Booster and two alcohol dependency treatment programmes for use in custody. The STOP programme was re-accredited.
- Three programmes were awarded provisionally accredited status, including the Thinking Skills Programme which is a new cognitive skills programme, a low intensity alcohol programme for use in the community and a multi-modal residential intervention.
- Advice and guidance was provided on programmes currently under development and issues relating to the review of violence, drug treatment and sex offender programmes were discussed.

The Panel, through its Research Advisory Sub-Group, advised Analytical Services on a number of overarching research issues including how best to present what is known about research and ways of taking forward several cohort projects. The Panel's advice was also sought on how to build the evidence base to good effect and whether more could be done with the evidence that already exists. The Panel thought that the evaluation context should be broader and look at the impact of packages of interventions and systems of dealing with offenders, as well as individual programmes. The Panel also quality assured a number of research proposals.

The Panel have indicated that they would welcome taking on a broader and more strategic role and Criminal Justice Group will work with them on how its role can evolve in order to ensure they can be most effective in the part they play in ensuring high quality services are delivered to the right offenders at the right time.

A handwritten signature in black ink, appearing to read 'Nicola Hewer', written in a cursive style.

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 tenth 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 2008/9, which covers the period 1/4/2008 – 31/3/2009, Annex B, a schedule of accredited programmes, Annex C, the accreditation criteria and Annex D, preparing materials for accreditation.

The Correctional Services Accreditation Panel became a non-statutory body on 1 May 2008. It sits within the Criminal Justice Group, Ministry of Justice. The Ministry of Justice, established in 2007, brings responsibility for the entire justice system together, from the courts and prisons to probation services. The Criminal Justice 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. Interim arrangements were put in place until Nicola Hewer, Head of Performance and Regulation, Criminal Justice Group took on 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 base 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

### 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

The CSAP Secretary is Mrs Carole Wham. Carole is located in the Interventions and Substance Misuse Group, 1st floor, John Islip Street, London SW1P 4LH. She can be contacted by telephone on 020 7217 5714 or by e-mail Carole.Wham@noms.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, currently the Director of the Alcohol Education and Research Council was co-opted to the CSAP Drugs sub-panel in September 2008. Dr Rex Haigh, Consultant Psychotherapist, Winterbourne Therapeutic Community in Reading advised on the development of a learning disabled therapeutic community and 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 following its Induction meeting in May 2008. The accreditation criteria is attached to the body of this report at Annex C. A copy of the accreditation criteria can also be obtained from the CSAP Secretary, Carole Wham.

## Applications considered

During the year 2008-9, the Panel considered a range of programmes. In response to the submissions the Panel has fully accredited three programmes and one was re-accredited. This included a booster programme for use in custody and the community and two substance misuse programmes for use in custody. Three programmes were awarded provisional accreditation.

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.

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.

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

### **The following programmes were awarded full accreditation**

#### **Cognitive Skills Booster (Custody and the Community)**

The Cognitive Skills Booster was awarded fully accredited status for 3 years in April 2008. This programme is aimed at male offenders and reinforces and

consolidates the learning from general offending behaviour programmes. The Panel was pleased with the improvements that had been made but asked for further systematic research to be undertaken to ascertain whether the use of the booster reduces re-offending more effectively than the initial programme used on its own. The Panel requested specific evidence of the programme's suitability for female offenders and the programme remains provisionally accredited for this group.

### **Stop (Custody)**

This is a medium intensity programme which uses a cognitive behavioural approach to drug treatment. The programme targets male adults and young offenders with a medium to high risk of re-offending and it was re-accredited in April 2008. The Panel made a number of suggestions for improvement and asked the programme developers to undertake a review of the approaches and methods used in the programme and an evaluation to assess post-interventions changes in substance abuse problems and offending behaviour.

### **COVAID GS (custody - external provider)**

COVAID (Control of Violence for Angry Impulsive Drinkers) was awarded provisional accreditation May 2008 and fully accredited status in December 2008 for 3 years.

This programme, for delivery in a custodial setting, is a 10-session cognitive behavioural therapy programme that aims to reduce the likelihood of aggression and violence. Overall the Panel was in favour of the model proposed and the programme content and structure. However the Panel asked for further improvements to be made to the programme manuals which should be revised and re-submitted within a year. The Panel also requested reports on the inclusion of participants' experiences and progress on the work of bringing participants' material into programme discussions within the same timeframe.

### **The Alcohol Free and Good Lives Programme (custody)**

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 are hazardous drinkers. The Panel considered an application for accreditation at its meeting in December 2008 and the programme was awarded fully accredited status. The Panel was happy with the programme's content and structure but made a number of suggestions for improvement. As the programme had a dual function (violence and alcohol) the Panel asked for more clarity on the precise focus. The Panel thought that there should be a clear statement in the materials to help the persistent difficulty in integrating the two stands. The Panel was pleased to see that the programme

covered support networks, relationships and resettlement issues but felt that these were not given enough weight in the programme compared to the amount of time spent on cognitive restructuring. The Panel asked for the manuals to be revised and re-submitted within 6 months.

### **The following programmes received provisional accreditation**

#### **The Thinking Skills Programme (custody and community)**

This programme was awarded provisional accreditation for a period of 2 years in July 2008. The aim of the programme is to ensure participants are equipped with a range of thinking skills to help them live offence free lifestyles. The target group for selection is male and female offenders. The Panel was pleased with the progress that had been made. It commended the attention that had been paid in researching and addressing the needs of female offenders. However, The Panel considered that more work needed to be done on adapting and differentiating the programme to maximise its suitability for women and other groups such as young people and the learning disabled.

#### **Kainos Challenge to Change (custody – third party provider)**

This programme was awarded provisional accreditation for a period of 6 months at the Panel's meeting in October 2008. This multi-modal residential intervention uses community experiences and cognitive behavioural modules to address anti-social behaviour, increase self responsibility and develop self-efficacy/problem solving skills. The Panel welcomed the development of a cognitive behavioural/therapeutic community hybrid model but expressed concern about the TC element of the programme and asked to see the rationale behind it and a clear description of how it would work in practice. The Panel said it would like further work to be done to improve and streamline the manuals.

#### **Low Intensity Alcohol Programme (community)**

LIAP is a 14 session module aimed at offenders who have a problem with their drinking that is affecting many areas of their lives including their offending behaviour. This programme was awarded provisional accreditation in October 2008. The Panel supported the programme's inclusion to the suite of offending behaviour programmes available in the community. The Panel did, however, consider that a particular issue for this programme was identifying the connection between drinking and offending as the programme was not aimed specifically at alcohol use but at the risk of offending associated with alcohol use. The Panel thought that more could be made of the opportunities to try out the learning in real life situations during the programme. The Panel asked for further improvements to be made to the Management Manual and for further clarity on how the programme is to be run.

### **The following programmes were reviewed or given advice by the Panel**

#### **Democratic Therapeutic Community Core Model – Adaptations for Learning Disabled Offenders (custody)**

At its meeting in September 2008, the Panel's advice was sought on the proposal to develop a Learning Disabled Therapeutic Community (TC). The outcome of this programme would be the same as a mainstream TC but the LDTC programme takes account of the absence or limited nature of some basic skills and abilities in the LD population. The Panel was impressed with the work that had gone into developing this programme. It made a number of suggestions for improvement and asked for more information on the type of offences the programme was aimed at, including more evidence that it was feasible to run a therapeutic community with this population. The Panel thought it would be worthwhile setting up a pilot project to collect evidence of process issues such as recruitment and retention.

#### **RAPt Bridge Programme (custody)**

The Panel's advice was sought on the proposal to develop this programme at its meeting in September 2008. This Bridge 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 behaviours in drug dependent offenders. The Panel was in favour of a short intensive programme for this group of offenders and agreed that it was appropriate that the programme should focus on the first step of the Narcotics Anonymous recovery programme. The Panel asked for more information to be included in the Model of Change, and for further improvements to be made to the Management Manual which should specify how problems in cognitive ability and mental health would be identified and assessed. The Panel asked for further clarification on how the de-selection process would work in practice.

#### **Adapted Sex Offender Treatment Programme (custody and community)**

The new Adapted Sex Offender Treatment Programmes is a suite of four treatment programmes to target the needs of intellectually disabled sex offenders. The Panel's advice was sought on the programme's development in 2006 and at its meeting in December 2008. At the December meeting the Panel looked specifically at the development of the Becoming New Me (BNM) programme. The Panel felt there was a clear theoretical model of change for this programme, backed up by research evidence. The Panel did however consider that this programme should be restricted mainly to medium and high risk offenders with exceptions allowed in individual cases. The Panel asked the developers to look closely at the battery of psychometric tests proposed for the programmes, bearing in mind which are clinically important and which are purely

for the purposes of evaluation. The Panel felt that it would be preferable to focus on a small number of critical tests, using larger batteries only intermittently in selected areas as samples for evaluation. The Panel asked for further improvements to be made to the theory manual.

### **Belief in Change (custody)**

The Panel's advice was sought on the development of this faith-based programme at its meeting in February 2009. The development of this programme was at an early stage but the Panel thought the initial work was promising. The Panel was asked for its views on the Model of Change, criteria for selection and development of the manuals more generally. It made suggestions for improvement to help in the further development of this programme.

### **Chromis (custody)**

The Panel met to review the Chromis Programme on 26 March 2009. This programme was accredited in 2004. This cognitive behavioural programme 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 treatment and sustained socio-behavioural change. 43 prisoners had participated in the programmes so far.

The Panel commended the work that was being done with this group of prisoners which it felt had produced a great deal of valuable learning. The Panel looked at the selection of participants, progression, and evaluation and also considered the next steps in the development of the programme and its delivery. With regard to evaluation the Panel welcomed the creative approach that was being adopted and advised that further development of qualitative methods should be a prominent part of the process. In particular it recommended the further development of behavioural monitoring and case study methods.

The Panel supported the continuation of the programme and recommended a more formal review with a view to re-accreditation in 2-3 years. It also supported moves to adopt the programme for use with female offenders.

### **Prison Partnership Therapeutic Community for Men and Prison Partnership Therapeutic Community for Women (custody)**

At its meeting in March 2009, the Panel considered amendments that had been made to the manuals for these two programmes. It was pleased with the work that had been done to improve the manuals which were well presented and clear. The Panel made some suggestions for improvement. It thought that the information given on the frequency of encounter groups needed to be clearer. It should state that all residents would be involved in encounter groups on two

timetabled occasions during the week. The Panel had some concerns about the current selection criteria which needed to be addressed. It also emphasised the need for a post release outcome study for the therapeutic communities.

## Sub-Panel business

### **Accreditation criteria**

The Panel considered proposed revisions to the accreditation criteria, recommended at the CSAP Induction meeting in May 2008. Minor changes had been proposed and a set of generic risk factors were added to criterion 3 – Dynamic risk factors. The changes were endorsed but the Panel thought that further consideration needed to be given to the wording and content of criterion 9, Maintaining integrity and criterion 10, ongoing evaluation. The revised criteria would be put forward for further endorsement at the CSAP Plenary meeting in November 2008.

At this meeting the Panel also looked at the first draft of the Panel's paper outlining its experiences and conclusions for future work and agreed its general structure and themes. Further work would be done to develop this paper and the Panel's views on its content would be sought in Plenary.

### **Drug Treatment Programmes**

The Drugs sub-panel met in September 2008 to review the current portfolio of accredited drug treatment programmes. Its advice was sought on a number of issues including intervention provision, design and delivery and research and evaluation issues.

The Panel stressed the need for improvements to be made in continuity. It expressed concern about the continuity of drug treatment post release and the difficulty of finding out what happened to offenders who serve less than 12 months. The Panel said it would be useful if they could see some data on prison service intake and throughput. It thought the best way to capture this data would be through conducting surveys. With regards to gaps in provision, the Panel thought there was a need to do more for offenders on short sentences so they were lined up at the point of release. The Panel considered that booster programmes were feasible for only those who were released under supervision. The Panel thought that social and family dimensions had an impact on re-offending and should therefore be analysed. It also stressed the need to ensure that resources were prioritised according to risk and need. Effective multi-agency working across the pathways was also essential in order to co-ordinate services to address the multiple problems that many offenders face. The Panel would also like to see more done to ensure that the right people were put onto the right programme and there was a good spread of programmes geographically.

Commenting on the current targeting and eligibility criteria the Panel thought the spread of programmes needed to be balanced to ensure they were neither too diverse nor too narrow.

The Panel would also like to see:

- A clearer and broader description of the current portfolio of programmes and what types of offenders they were targeting
- Training rationalised to bring a better balance to programmes
- Flexibility built into programmes so they could be added to or expanded if necessary.

The Panel's advice was also sought on a number of issues including how research and experimental designs could be improved. The Panel stressed the importance of being clear at the outset what the programme was trying to do and what outcomes were being sought. Members gave advice on how designs could be improved. In response to a request for feedback on the use of psychometrics and whether the procedure would benefit from being streamlined, the Panel recommended a systematic review of psychometrics so that further thought could be given to what they were for and how they related to research aims. The Panel also gave advice on the most effective way of evaluating alcohol programmes.

### **Evidence base**

At the Induction meeting in May 2008 it was agreed that the Panel would meet the Director General of the Criminal Justice Group, research colleagues to discuss the best way of building the evidence base to good effect. This follow up meeting was held in September 2008. The Panel's advice was sought on whether more could be done with the evidence that already exists. It thought that the evaluation context should be broader as well as evaluating individual programmes. The Panel also gave its views on priority areas for research. In discussing the best way of marshalling the Panel's expertise, members thought that this could best be done by reviving the CSAP research and evaluation group. This group could play a pro-active role in considering the research agenda and give advice on priorities for policymakers and what could be done within limited resources.

### **Violence Programmes**

In March 2009, the Panel's views were sought on a range of issues following a review of violence programmes which had been undertaken by NOMS. This review had pulled together information on violent offenders and looked at the design, delivery, range, sequencing and targeting of violence interventions currently available in custody and the community. Programmes for personality disordered offenders and domestic violence perpetrators were included. The Panel considered that in general, low risk violent offenders would not benefit from an intervention unless they were identified as 'high risk of harm'. NOMS should prioritise offenders who present moderate or high risk of reconviction

and moderate or high risk of harm. Consideration should be given to how risk of serious harm through violence can be addressed. The Panel also gave advice on the type of risk assessment tools that could be used for women and same sex domestic violence perpetrators and how best to evaluate high intensity, lengthy programmes with small numbers.

## **Research**

### **Research Advisory sub-group meeting**

The first meeting of this research group which included representatives from CSAP and the Offender Management and Sentencing Analytical Services, was held in January 2009. The Panel's remit and issues to focus on within the first year were agreed. These included: (a) advice on appropriate evaluation of specific programmes; (b) advice for setting priorities for areas where sound evaluation is most urgent and beneficial; and (c) advice on broader issues of research strategies and methods. The Panel's views were sought on a number of overarching research issues.

The Panel stressed the need for a balanced and coherent research agenda. It said it would need to have a better insight into the broader research picture in order for it to make recommendations. However, the Panel felt that there was a need for evaluation to be built into the structure of individual programmes as well as for more over-arching research which looked at the impact of systems or broader programmes for dealing with offenders. The Panel gave advice on ways of taking forward the Surveying Prisoner Crime Reduction longitudinal cohort study to help Analytical Services understand what is happening to offenders more broadly. It also discussed how best to present what is known about research and what weight to attach to the evidence. The Panel discussed a number of approaches to profiling evidence in order to show how much evidence there was, how sound it was and whether it had been subject to external validation.

### **Thinking Skills Programme**

In February 2009, NOMS sought the Panel's views on how best to undertake an evaluation of the Thinking Skills programme to measure its impact on reducing re-offending. The Panel considered that it should be clear from the outset what the central purpose of the study was as this would affect the research design and the choice of control group. The Panel thought that it may be possible to address different questions through more than one research project. It was agreed that the best way forward would be to explore further two main options in terms of research design, which could be carried out in parallel, as they were complementary, targeting prisoners with different sentence lengths. The first would be a randomised controlled trial and the second would have a quasi-experimental design. The Panel made suggestions on how this work could be

done. It thought that it would be useful to be clear at the outset what the eligible pool was for both types of study. The Panel also suggested including a qualitative element. In view of the amount of work involved, the Panel thought it would be best to focus solely on delivery in custody at this stage.

### **Sex Offender Treatment Programmes**

The Panel met in February 2009 to discuss issues arising from the treatment of sex offenders. The following issues were discussed in relation to treatment:

#### **Low risk offenders**

The Panel's advice was sought on whether NOMS should offer treatment for low risk sexual offenders. The Panel was not convinced that there were any benefits in offering treatment and thought that providing treatment where it was not needed raised a number of ethical questions. The Panel asked for a proposal to be worked up with robust data to back up the validity of not treating low risk offenders with criteria for excluding people from treatment and exemptions clearly defined. The Panel thought there should be a shift in emphasis to overall case management, not just interventions and each case should be looked at individually.

#### **Victim empathy within sex offender treatment programmes**

The Panel were asked for their views on the shift in focus of victim empathy work and whether this was best practice. The Panel thought that this element should be removed from the programme as there was little empirical support for the inclusion of victim empathy modules within programmes. In its place it would like to see an exercise developed that was forward looking and reinforced positive thinking, behaviour, attitudes and perspectives. The Panel also suggested the inclusion of role plays to practice new skills and behaviours. The impact of restorative justice was also discussed. The Panel said that research on this was limited and it was not possible to say whether it had a positive effect.

#### **Offenders in complete denial**

The Panel's views were sought on how these types of offenders should be treated. The Panel considered that there should be more emphasis on situational crime prevention. It did not see the need to increase the number of deniers in treatment when there were so many offenders at risk who were not in treatment. If resources were limited the Panel thought that NOMS should target the higher risk offenders who did not deny their offending.

### **Internet sex offender treatment programme**

The Panel was asked whether NOMS should treat internet offenders and if so, through which programme. The Panel considered that the detection rate may be different for internet offenders because there was no direct victim to report offending. In the light of this, these types of offenders were likely to be caught through police operations. The Panel thought that unless research identified a new way of measuring treatment outcome, it might not be possible to know enough about this group to draw conclusions about the extent to which they need treatment. However, in looking at the reconviction figures it appeared that treatment should definitely be provided to very high risk internet offenders. The Panel suggested investigating the circumstances behind breaches as this led to the majority of reconvictions to see if any contact offending had actually taken place.

### **Evaluation**

The Panel's views were also sought on proposals for evaluating the Sex offender treatment programme. The Panel thought NOMS should conduct a pilot or feasibility study to learn more about the nature of any potential comparison group. The outcome study should use sex and violence as the outcome measure. With regard to the evaluation of the extended sex offender treatment programme, the Panel thought that given the analysis of the population already completed, that good matching would be possible for this study. The Panel considered that as long as there was a sufficiently high rate of reconviction for the comparison to be meaningful, the study should go ahead.

The Panel considered how best to evaluate sex offender treatment programmes delivered in the community. The Panel stressed the need to link psychometrics to reconviction to enable the size of the battery to be reduced. It also suggested investigating whether the deviancy classification meant anything when administered routinely and advised NOMS to attach deviancy classification information to reconviction data. With regard to the retrospective study the Panel said there needed to be a 5 year follow up to make it meaningful. The Panel recommended setting up a database in preparation for the study which should be undertaken when a four year follow up is possible. The Panel thought that an RCT was not feasible for community treatment. It was worth looking for people who would be eligible for treatment but are not doing it for random rather than systematic reasons.

## Audit

### **Democratic Therapeutic Communities**

Dr Barbara Rawlings, the CSAP representative, reviewed the 2007/8 audit of prison democratic therapeutic communities in April 2008. A summary of the audit findings and an overview of how the joint Community of Communities and Prison Service review had worked in practice were presented to the Panel. During this cycle there had been 12 joint review visits. The Panel expressed concern at the continuing problems in a number of key areas including end of therapy procedures and administration and record keeping. The Panel said it would like to see more done to improve continuity and resettlement and was pleased to note that in future this standard would be given equal weight to quality of delivery. The Panel also noted that consideration would be given to introducing a set of criteria, making certain standards mandatory or rated as expected or desirable and that proposals would be put to CSAP for approval. The Panel welcomed the development of job descriptions and person specifications for key joint-review personnel and guidance for service users and a list of frequently asked questions.

The Panel was pleased with the progress that had been made and thought that the results showed that the process was working well. The Panel approved the 2007/8 audit but said that it would like to see research undertaken on the correlation between drop out rates and quality of therapy.

### **Offending Behaviour Programmes**

Professor Mike Maguire, the CSAP representative, reviewed the 2008/9 audit of offending behaviour programmes in January 2009. The audit findings were presented to the Panel. Audits had been carried out in 94 sites. The Panel welcomed the expansion of the delivery of the Focus on Resettlement and Cognitive Skills Booster programmes.

The Panel noted that the independent element of the sex offender treatment programme clinical scoring process was audited separately. The Panel also noted that audits for offending behaviour and drug treatment programmes would be presented in a different way next year as NOMS moved to a rolling process in April 2009. The Panel was happy with the way the audit process had been conducted. It encouraged the continuation of the practice of sending 'congratulatory letters' from CSAP to establishments who had performed to a high standard. The Panel requested written feedback from the auditors on the overall performance. This would give a more in-depth insight into the areas where establishments were performing well or slipping. The auditors' views on how best to make a difference to quality of delivery would also be welcomed. The Panel endorsed the audits for 2008/9.

### **Drug Treatment Programmes**

Professor Michael Gossop, the CSAP representative, reviewed the 2008/9 audit of drug treatment programmes in March 2009. Audits were carried out on 115 programmes. Individual baselines had been examined to look for areas of weakness across programmes and those specific to individual programmes. No specific areas had been identified. In the discussion that followed, the Panel made some suggestions for improvement when the new audit process was introduced in April 2009. It would like to see areas requiring improvement flagged up for its consideration. The Panel would also like to see some way of assessing the competency of 'accredited interventions managers' incorporated into the new audit document and to look at whether the appropriate offenders are being selected onto programmes. The Panel also stressed the importance of auditing the work done by CARATS looking at the whole provision and for picking up on any issues that arose on support visits.

In discussing the move to a rolling audit process, it was agreed that the NOMS would give further thought to how future audit meetings would work in practice and submit a proposal to the Panel for its consideration. The audits for 2008/9 were endorsed.

## Plenary business

### **CSAP Induction event – May 2008**

An Induction event was held on 7 and 8 May 2008 for new members. Existing members also attended. The first day was tailored primarily to meet the needs of new members with presentations given on the work of CSAP and the Interventions Unit (NOMS) and how the audit process worked in practice. A number of practitioners talked about their experiences of delivery accredited programmes.

The Director General of the Criminal Justice Group (CJG) gave an overview of the work of the Ministry of Justice and the future work of the Panel within the CJG context. During the discussion it was agreed that a further meeting would be set up to discuss how best to build the evidence base.

### **CSAP Accreditation criteria**

The Panel were asked whether they considered the current accreditation criteria to be valid and fit for purpose and if there was a need for a review of its scope and content. The Panel said it was broadly happy with the criteria but made some suggestions which would help to clarify the Panels requirements. The Panel expressed concern about the difficulties in obtaining proper and robust evaluations of a programme. In the light of this discussion, it was agreed that a sub-panel would be convened to look at what could be realistically achieved in relation to the accreditation criteria.

### **Decision making, documentation and consistency**

The Panel views were sought on whether the documentation requirements for applications for advice and accreditation and the system used to score submissions were 'fit for purpose'. The Panel agreed that the current scoring system worked well and its use should continue across all 10 accreditation criteria. The Panel thought that there was a need, however, for better interaction and understanding between the Panel and the programme developers throughout the process. The Panel considered that the documentation could be condensed, improved and simplified. This applied in particular to the theory manual which was often too lengthy. The Panel thought that the training and assessment and evaluation manuals, in particular, were an important part of the submission.

The Panel's views were sought on site visits. Members did not see these as an essential part of the accreditation process but said they would find it useful to talk to practitioners. In the absence of site visits, the Panel would like to see

video materials and post programme reports. Consideration should be given to the possibility of adding site visits into the review process. It was agreed that NOMS would consider whether site visits would add value.

### **Ensuring consistency across sub-panels**

The Panel agreed that all sub-panels should apply the accreditation criteria in the same way. Sub-panels should consist of a good mix of members and members should visit different panels. The Panel would need to give further thought to what constituted a robust evaluation so it could be made clear in the accreditation documentation and at sub-panel meetings. It was also agreed that sub-panel chairs should give a resume of their experiences at Plenary where any cross-cutting issues would be addressed.

### **Review of accredited status**

The Panel saw a need for a review process to be put in place so the Panel can look at how a programme is working. Members thought that the best way forward would be for programmes to be submitted to the Panel to consider whether a review is needed after 5 years of accreditation. It was agreed that NOMS would look at how this could work in practice and what the documentation requirements would be.

### **Feedback mechanisms**

Programme developers were invited to give their views of the accreditation process and suggestions for improving the process. They said they would welcome further clarity on what needed to be done if an application does not meet the accreditation criteria and more structured feedback. The Panel also gave their views on the quality of the submissions provided. Member had found when an application was made for advice it was not clear what the developers wish the Panel to address. It was agreed that the guidance to sub-panel chairs would be revised to take account of the feedback given.

### **CSAP Terms of Reference and guidance and a paper on conflicts of interest**

The Panel endorsed the terms of reference, guidance on the role of CSAP and the accreditation process and the paper which sets out how any conflicts of interest will be dealt with.

### **Effective Practice**

The Panel's views were sought on what future role it could play in promoting and encouraging effective practice. The Panel thought its role should be more

strategic, pro-active and reflective. It should have a fairly broad function looking across 'What Works', programmes and broader issues across offender management. The Panel also considered that it could assist in a number of ways on the wider work being done on effective interventions, including reviewing individual programmes, research on the needs of specific groups and resources to see where they can be used to best effect.

### **Feasibility of the proposed Correctional Services Centre of Excellence**

The background to this work was explained to the Panel and it was updated on the outcome of the feasibility study.

### **Offender Management and Sentencing Analytical Services (OMSAS)**

OMSAS explained its aims which were to develop the evidence base and provide business intelligence and advice for the Ministry of Justice. A key strand of its work in 2008-9 would involve developing links with the wider research community, both to develop knowledge and to expand the pool of potential contractors. OMSAS said it would like to draw on the Panel's knowledge and expertise in research in taking its work forward. This would include feedback on priority research gaps and how they might be filled, providing advice on the evidence base and the new research and acting as a bridge to the wider research community.

### **Plenary meeting – November 2008**

#### **The work of CSAP and how it fits in with the work of the Criminal Justice Group (CJG)**

An update was provided to the Panel on future arrangements for its work given that the responsibility for CSAP had transferred from NOMS to the CJG. This followed the decision to bring the accreditation process in house from May 2008.

#### **Work done to raise the Panel's profile and the outcome of feedback from programme developers**

The CSAP Secretary updated the Panel on progress. She said that overall the feedback from programme developers on the accreditation process and experiences of sub-panel meetings was positive. A number of suggestions were made to improve the process. Programme developers would welcome more concrete examples of the accreditation criteria and felt that the interdependence between areas in the written feedback should be made clear. Guidance on the accreditation process and the work of the Panel had been published on internal and external websites which should help to raise its profile.

### **Sub-Panel Chairs' resume of experiences**

Sub-panel chairs summarised their experiences of meetings throughout the year. One issue that arose regularly was the facilitation of skills learning. Programme developers were encouraged to provide opportunities to practice skills outside sessions to be able to bring back any homework. In relation to literature, sub-panel chairs thought that more should be done to encourage developers to keep the concepts and language as simple as possible. More should also be done on continuity and aftercare and more use made of mentors. Sub-panel chairs would also like to see more attention given to undertaking outcome studies and systematic evaluations done where possible.

### **Progress on the first draft of a paper summarising the experiences of the previous CSAP panel and conclusions for future work**

Professor Mike Maguire explained the background to the paper's development and purpose. The paper has been produced by members of the previous, independent panel look back over the 9-year history of CSAP, its experiences and thoughts for future work of the Panel. The views of the Panel were sought and a number of suggestions were put forward. The Panel thought that more should be said about lessons learned, programme design and numbers going through the process. The Panel felt that the paper should be published in an academic criminology journal although it was acknowledged that this would be a publication representing the views of the authors, not the current Panel, the Ministry of Justice or NOMS.

### **Site visits**

NOMS invited the Panel's views on the necessity for site visits and proposed that as a general rule, site visits would not be incorporated into the accreditation process. They could, however, be undertaken if a programme was running on one site and there was a need for Panel members to find out what was happening on the ground. They could also form part of a review of a programme. In the absence of a site visit, arrangements could be made for CSAP to speak to practitioners. The Panel endorsed the proposal that site visits would not form an integral part of the accreditation process.

### **Streamlining submissions**

NOMS sought the Panel's approval to new guidelines on the documentation required in relation to applications for accreditation. Following a discussion, it was agreed that there was a need for a sub-panel to be set up to look further at these issues. It would consider what advice and guidance should be given to programme developers and make recommendations. It could also define the purpose of the manuals and who they should be written for and look what can

be done to streamline documentation and minimise duplication. Clear guidance would then be produced which would help programme development to meet the Panel's documentary requirements.

### **Audit of Offending Behaviour and Drug Treatment Programmes**

Professor Mike Maguire, who represented CSAP at offending behaviour programme audit meetings, gave the Panel an update on developments in relation to the audit of drug treatment and offending behaviour programmes. Audits of therapeutic communities and sex offender treatment programmes were done separately. He reported that areas that were being done well included the quality of risk and need assessments and semi-structured interviews in relation to offending behaviour programmes, quality of evidence and formatting of documentation. Staff awareness training was getting better in its content but in sites where institutional support was lacking, there were difficulties in getting it delivered at the appropriate rate. Other issues that needed addressing included putting in place better links to the community and raising the status of programmes within prisons. NOMS has drawn up a new audit tool which the Panel had recommended for use within both prison and the community in 2009.

### **Future Programme of Research within the Ministry of Justice**

The Director of Research and Analysis set out the proposed programme of work which had been divided into four key areas:

- Research and analysis planning and priority settings
- Data improvement programme
- Capability building programme
- External stakeholder relationships.

She thought that more could be done to ensure that analytical services were used better. To make this happen, strong collaborative networks would need to be developed within the Department and externally which would form a basis of sharing knowledge and expertise and skills development. Utilising the expertise and experience of CSAP would form part of this. Getting plans and priorities right would help to ensure that the Department's needs were met.

The Panel encouraged the use of more routine data to help with evaluation. It thought that more could be done to communicate what has been achieved and drawing up a communications strategy might be one way of addressing this. The Panel said there would be a number of key issues on which it would welcome clarity including the responsibility for decision-making in relation to research and the scope of the CSAP function.

### **Review of accredited programmes**

NOMS sought the Panel's endorsement to its proposals for a review process in relation to accredited programmes. The Panel welcomed this. It thought that programmes should be reviewed by the Panel after a period of 5 years unless an earlier timeframe was specified. With regards to evaluation data, the Panel thought they should be realistic and achievable but thought it should be possible to produce outcome evaluations. If this could not be done then a progress report on a programme's evaluation should be submitted. The Panel considered that more work needed to be done to improve delivery and drop-out rates. It thought that overall programme delivery should be looked at rather than on a case-by-case basis. In the lights of the Panel's comments further work will be done to define the review framework.

### **Building the evidence base**

The Panel were updated on the outcome of the sub-panel meeting held on 18 September 2008 to discuss how best to build the evidence base. At the Induction meeting in May 2008, the Panel had expressed their concerns about the lack of evidence in relation to the efficacy and impact of programmes over a 10-year period. The discussion followed on from this. The Panel met the Director General of the Criminal Justice Group and representatives from Analytical Services to discuss how the Panel's advice could be used to build the evidence base to best effect. It was agreed that the best way of harnessing the Panel's expertise would be to revive the CSAP Research and Evaluation sub-group which would include members of the Analytical Services. The Panel said it would also like to see a working group convened which would consist of the wider stakeholder community. These groups should play a pro-active role in considering the research agenda in the short, medium and long-term.

### **Revised Accreditation criteria**

The Panel endorsed the minor changes made to the Accreditation criteria following the CSAP Induction meeting in May 2008. Longer-term, the Panel saw a need for further changes and a systematic review of the criteria.

### **Any other business**

The Panel were informed of the work being done to produce an options paper on the future direction of therapeutic communities.

## Annexes:

### Annex A

Correctional Services Accreditation Panel: Budget 2008/09

### Annex B

Schedule of Programmes currently accredited or recognised by the Panel

### Annex C

Programme Accreditation Criteria

### Annex D

Preparing Material for Accreditation

## Annex A

### Correctional Services Accreditation Panel: Budget 2008/9

(covers the period 1/4/2008 – 31/3/2009)

Item	Total spent (£)	Allocated (£)	Differential (£)
Fees: Members	121,363.63	80,000.00	41,363.63
Travel and Subsistence	32,792.38	40,000.00	- 7,208.00
Accommodation for Panel meetings	19,733.15	20,000.00	-199.80
Administrative costs/ contingency	10,907.81	15,000.00	- 4,092.00
<b>Total</b>	<b>184,798.47</b>	<b>£155,000.00</b>	<b>29,798.00</b>

**NB.** Accredited for use in custody in 2003. An increase in Panel business and the induction of new members led to increased costs and the profiled budget was over spent in 2008/9.

## 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
<b>Enhanced Thinking Skills</b>	<p>Addresses thinking and behaviour associated with offending through a sequenced series of structured exercises designed to teach inter-personal problem solving skills.</p> <p>Developed by the Prison Service and adapted by the Home Office for use in the community.</p>	20 sessions. 2-2½ hours each.	Accredited for use in custody 1996 and in the community in 2000.
<b>Think First</b>	<p>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.</p>	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.
<b>Reasoning and Rehabilitation</b>	<p>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.</p>	38 sessions of between 2 and 2½ hours each.	Accredited for use in custody in 1996 and in the community in 2000.
<b>Priestley one to one</b>	<p>This programme aims to change learned behaviour and thoughts, attitudes and values. Developed by Philip Priestley.</p>	20 sessions each estimated to take 1-1½ hours.	Accredited for use in the community in 2001.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<b>Cognitive skills booster</b>	<p>This programme reinforces and consolidates the learning from a general behaviour programme.</p> <p>Developed jointly between the National Probation Director and Prison Service.</p>	<p>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.</p>	<p>Accredited for use in custody and community for 3 years in 2008.</p>
<b>JETS Living Skills Programme</b>	<p>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.</p> <p>Developed by the Prison Service.</p>	<p>25 sessions of approximately 2 hours each, plus 7 individual sessions.</p>	<p>Accredited for use in custody in 2007 for 3 years.</p>
<b>Thinking Skills programme</b>	<p>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.</p> <p>Developed by NOMS and Daryl Harris.</p>	<p>19 sessions long, divided into 3 modules – self control, problem solving and positive relationships.</p>	<p>Provisionally accredited for use in custody and the community in July 2008.</p>

## Motivational Programmes

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>F.O.R</b>	A brief cognitive, motivational programme for short-term prisoners. The objective of the programme is to increase the motivation of prisons 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.

## Programmes exclusively for Women

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Women's Acquisitive Crime Programme</b>	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 the custody and the community in 2005.

## Residential Community Programme

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Kainos Community Challenge to Change</b>	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
<b>ASRO</b>	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 McMurrin and Philip Priestley.	20 sessions of 2½ hours.	Accredited for use in the community in 2004.
<b>PRISM</b>	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 McMurrin 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
<b>Drink Impaired Drivers</b>	<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>	14 sessions of 2 hours.	Accredited for use in the community in 2001 (males) and in 2006 (females).
<b>RAPt Substance Abuse Programme</b>	<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>	Accredited for use in custody in 2000 for men, women and young offenders. Programme accredited specifically for males in 2006.
<b>RAPt Alcohol Dependency Treatment Programme</b>	<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 coping 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>	Accredited for use in custody in 2008.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<p><b>The Prisons Partnership 12 step programme (Lancaster Castle)</b></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.</p> <p>Primary phase – the main core of the programme covering the first of the twelve steps.</p> <p>Aftercare phase – focusing on skills training and relapse prevention.</p>	<p>Accredited for use in prisons in 2003 and re-accredited in 2008.</p>
<p><b>P-ASRO</b></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>

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<p><b>North West Area (formerly Garth and Wymott) Therapeutic Community</b></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>
<p><b>Ley Prison Programme</b></p>	<p>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.</p>	<p>The core programmes runs for 31 weeks. Aftercare is delivered over a 4 week period.</p>	<p>Accredited for use in custody in 2003.</p>
<p><b>Drake Hall Therapeutic Community for Women</b></p>	<p>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.</p>	<p>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.</p>	<p>Accredited for use in custody in 2007.</p>

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>FOCUS</b>	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.
<b>Action for Drugs</b>	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.
<b>STOP</b>	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.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Short Duration Programme</b>	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 2 ½ 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.
<b>Offender Substance Abuse Programme</b>	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.	26 sessions of 2½ hours.	Accredited for use in the community in 2008.
<b>COVAID</b>	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.	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.	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.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<p><b>Alcohol Related Violence Programme</b></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><b>Lower Intensity Alcohol Programme</b></p>	<p>This programme aims to address alcohol related behaviour and is aimed at two groups:</p> <p>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
<b>Democratic Therapeutic Community Core Model</b>	<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
<b>Community Sex Offender Group Programme</b>	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.	50 hour induction module. Total length is either 100 hours or 260 hours depending on risk/deviancy profile.	<p>Accredited for use in the community in 2000.</p> <p>Revised relapse prevention component re-accredited for 2 years in 2007.</p>

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Thames Valley Sex Offender Group work Programme</b>	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.	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.	Accredited for use in the community in 2001.  Revised relapse prevention component re-accredited for 2 years in 2007.
<b>Northumbria Sex Offender Group Programme</b>	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.	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.	Accredited for use in the community in 2001.  Revised elapse prevention component accredited for 2 years in 2006.
<b>Prison Service Sex Offender Treatment Programme</b>	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.  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.	86 sessions	Accredited for use in custody. Adapted 1998 Core (revised) in 2000. Rolling in 2001. Extended (revised) in 2002. Better Lives booster In 2004.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
	<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>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>	<p>85 sessions</p> <p>70 sessions</p> <p>Variable (45-60)</p> <p>32 sessions (core) 38 sessions (adapted)</p>	
<p><b>Healthy Sexual Functioning Programme</b></p>	<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>	<p>12-20 sessions lasting between 1 and 1½ hours.</p>	<p>Accredited for use in custody in 2004.</p>

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Internet Sexual Offending Treatment Programme</b>	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
<b>Aggression Replacement Training</b>	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.
<b>Controlling Anger and Learning how to manage it</b>	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.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<b>Cognitive self change programme</b>	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.
<b>Healthy Relationships Programme</b>	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.	68-70 sessions of 2½ hours.	Accredited for use in custody in 2003.
<b>Integrated Domestic Abuse Programme</b>	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.	Rolling modular programme of 27 group work sessions preceded by 4 pre-group sessions and followed by a minimum of 4 post group sessions.	Accredited for use in the community in 2004.

Programme	Description and designer/development history	Number and length of core programme sessions	Status
<p><b>Community Domestic Violence Programme</b></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><b>Chromis</b></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>

## Programme Accreditation Criteria

### 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.

- 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 D.

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 programmes 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:

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

<b>Additional Dynamic Risk Factors</b>
<p><b>Sex Offending Factors</b></p> <ul style="list-style-type: none"> <li>• deviant sexual interest, offence related interests, especially arousal patterns, and excessive sexual preoccupation</li> <li>• empathy deficits: limited awareness of the victim's point of view, or an inappropriate reaction to victim distress</li> <li>• social support for sexual offending. This includes direct social support for sexual offending, as in a network</li> <li>• 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.</li> </ul>

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 (eg 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.

## 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, Carole Wham (telephone number 020 7217 5714). Her e-mail address is Carole.Wham@noms.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 evidences 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 ensuring 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.

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