

OMI Good Practice

This document is an amalgamation of good practice examples from the OMI reports published to date: Bedfordshire, Cheshire, Cumbria, Essex, Greater Manchester, Hertfordshire, Lancashire, Merseyside, Norfolk, Suffolk, Nottinghamshire, Northamptonshire, Lincolnshire, Cambridgeshire, Derbyshire, Leicestershire & Rutland, Thames Valley, Avon & Somerset, Sussex, Devon & Cornwall, Dorset, Hampshire, Kent, Surrey, Gloucestershire, Wiltshire, London and South Wales, North Wales, West Midlands, Dyfed-Powys, Gwent, West Mercia, Staffordshire, Warwickshire, North Yorkshire, West Yorkshire, Humberside, Teesside, South Yorkshire, Northumbria, County Durham

Assessment and sentence planning

General Criterion 1.1: PREPARING FOR SENTENCE

Activity in the phase leading up to sentence is timely, purposeful and effective.

The court referral form indicated whether the offender would require an interpreter, if so what language was required or whether a signer was needed. On receipt of the form the case administrator would make arrangements for an interpreter to be present for the PSR interview. The area also had a specific form to monitor disability, which allowed the offender to classify the type of disability they had and indicate from a full list of potential adjustments what would be helpful.

Derbyshire

In this case the court had indicated that the offence was so serious that custody was the only option. However, the PSR author identified that Sean's offending was a result of his drug misuse and, crucially that after many years of offending and failure to comply with community penalties, he was now motivated to change. She carried out a thorough assessment using OASys and referral to a DRR specialist, and was able to present a comprehensive and persuasive argument to the court for a DRR. This was successful and Sean had managed to complete ASRO successfully as a result.

Cheshire

GMPA had developed an OASys based assessment tool to guide the assessment process for the preparation of FDRs and a more comprehensive tool for the preparation of SDRs. The tool could also be used for licence cases. For SDRs once the OASys was completed all relevant data were migrated across to the GMPA targeting matrix. For example, the need for a particular accredited programme was based on the OGRS and OASys overall score and specific scores from sections 1-13. Once the report writer had indicated the seriousness level from court, the matrix automatically informed the report writer of what CJ Act requirements were suitable and for which accredited programmes the offender was both eligible and suitable. The matrix also addressed a range of diversity issues including interpreting and signing facilities, prompts for consultation with relevant projects, childcare and literacy. Once the report writer had determined the package that was most appropriate they were prompted to check that restrictiveness was commensurate with the seriousness level and that requirements were compatible. If it did not meet the stated purpose(s) of the intended sentence an explanation was contained in the report. The targeting matrix helped practitioners by matching offender needs as assessed in OASys within the context of the criminal justice framework and identified suitable interventions. It simplified a relatively complex process.

Greater Manchester

This excellent PSR gave a clear outline of the complicated circumstances leading to a young mother driving with excess alcohol whilst her young son was in the vehicle. It made good use of OASys and was written in plain English. The report highlighted the emotional and social aspects of the offender's recent experience without in any way excusing her conduct. It led on to a clear proposal for a two year community order with supervision. This recommendation was followed precisely by the court and the first six months of the order were very positive, with no further offence being committed.

Teeside

This case involved a PPO with a long history of offending related to his drug abuse. He had been diagnosed with a serious degenerative hereditary illness and had watched his father deteriorate dramatically in recent years as a result of this incurable disease. The PSR was a model of clarity, setting out the background to the offences and putting them, and the RoH they represented, into the context of the offender's extremely difficult personal circumstances. The proposal for a community order was acted on by the court and the period of supervision that resulted included some excellent communication and joint working between the probation area and health services in the area.

Teeside

General Criterion 1.2: ASSESSMENT OF RISK OF HARM
RoH is comprehensively and accurately assessed using OASys in each case and additional specialist assessment tools where relevant.

We found that the area had established its own format for risk management plans which satisfied national requirements and included a contingency plan should the level of risk increase. There was also a named second offender manager who alone would deal with the offender in the absence of their colleague. We thought that this was an excellent practice as two people built up knowledge of potentially dangerous offenders, it diminished the opportunity for an offender to manipulate situations and everyone was clear what should happen in the event of an escalation in risk.

Leicestershire & Rutland

The Hastings office used an extra heading in their risk management plan, entitled 'contingency planning', which helped focus the minds of offender managers on what might go wrong in the management of an offender's RoH, and what the response should be and who should do what if it did.

Sussex

Unpaid work supervisors carried a small card giving codes for the level of RoH posed by offenders as well as individual needs, such as hearing difficulties or the need to take medication. When taking out a work group, supervisors would have with them a list of the offenders undertaking their unpaid work that day, which indicated relevant codes alongside each name. This was a useful and discreet way of ensuring that staff, who often worked in isolated areas in the countryside, were kept updated about the risks and needs of each person in their work group.

Gwent

Mick was subject to licence supervision, having served 12 months of a two year sentence for wounding. His licence included a condition to complete a CDVP. The offender manager ensured that Mick was accommodated in approved premises on release. Due to the short length of time to be spent on licence, she had negotiated in advance with the programme manager to ensure that he got a place on CDVP quickly following release. Residence at the approved premises and completing the CDVP formed part of the RMP and were included in the sentence plan. Mick started the pre-group work ten working days following release. This was a good example of both RMPs and sentence plans being used to manage the level of risk.

Northumbria

General Criterion 1.4: ASSESSMENT OF OFFENDER ENGAGEMENT

Potential obstacles or challenges to positive engagement are identified and plans made to minimise their possible impact.

Brian was subject to a community sentence with an additional alcohol treatment requirement. His induction to supervision was very thorough, including assessment of his learning style and discussion of what methods would be used to help change his behaviour. He was involved in drawing up his sentence plan, with attention to what he thought was most important as well as to what his offender manager required to be undertaken.

Hertfordshire

John was serving a community sentence for criminal damage and assault. He had many convictions for violence and had served previous custodial sentences. The offender manager undertook a detailed assessment of his offence related behaviour that resulted in a clear understanding of his criminogenic needs and motivations in relation to his violence. During the course of the assessment John disclosed that he had completed the ETS programme in custody and had enjoyed the methods used in the programme, which included working in a structured way and using worksheets. The offender manager incorporated this information about his preferred learning styles into her plan of work with John, and recognised that he would need to address his impulsive use of violence at an early opportunity before he would be able to focus on other important areas of work. He engaged well in undertaking structured individual sessions around his violent behaviour using worksheets adapted from the ART programme. During the course of his sentence he became more stable and less impulsive, and during supervision sessions he began to give examples of occasions when he was able to handle situations without assaulting others.

Suffolk

Tina was 38 years old and had accumulated 35 convictions over 12 years due to a chronic heroin problem. When faced with a problem she tended to avoid taking responsibility; the offender manager therefore encouraged her to take action herself rather than waiting for others to help. For example, when Tina missed a doctor's appointment, the offender manager encouraged her to use the telephone to make a new appointment. Tina had started to develop confidence and was better able to structure her life.

Merseyside

An 'introduction to IT' course was offered as a 'Guide to using eBay', to attract potential learners. The course, run over three sessions, used tutorial material from the eBay site,

supported with other material written for the target audience of unconfident offenders. It included a 'buyer beware' section to alert offenders to advertisements which sounded (and generally were) too good to be true. It also included a simple section on how to select a secure but memorable password. A quiz at the end of each session tested learners' understanding and identified any areas for further work.

Nottinghamshire

The offender manager visited John in HMP Glen Parva prior to release to discuss the objectives that would be set in the ISP. He spoke with the CARATS workers and others which informed his decision to set a general offending behaviour programme requirement in the licence. He discussed these requirements with John and carried out an assessment of his individual learning style, assessing him as being an 'activist'. This was fed through to the Think First tutors to enhance engagement with him whilst on the group.

Cambridgeshire

Kirsty had stolen money from her employer and was sentenced to a community order with a requirement to undertake 160 hours unpaid work.

Her offender manager identified domestic violence as an issue in a previous relationship, and looked at Kirsty's overall vulnerability, particularly in relation to placing her in a work group with other males. The offender manager also considered the breach of trust present in her offence and was careful in finding a suitable work placement. Kirsty was placed in a charity shop and the offender manager discussed the offence with the shop manager. Kirsty was also a full-time carer for her husband, who suffered mental ill health. She arranged for one of her family to look after him whilst she undertook her unpaid work.

The placement was very successful for Kirsty. Feedback from staff was very positive, with comments such as "*Kirsty works hard at all she is given to do and is an excellent worker,*" and "*Everyone loves working with Kirsty, she is such a pleasure to have around; she fits in with the team.*" Such comments were made on a weekly basis throughout her placement at the shop. As a result, the sentence improved Kirsty's self esteem.

Devon & Cornwall

Marek had difficulties with reading. As part of the assessment of his needs, his offender manager completed a specific learning styles questionnaire in order to find out the best way of working with him. Marek was identified as someone who learned best by undertaking activities and this information was shared with the partner agencies working with him during his community sentence. With this in mind, his worker from NACRO accompanied Marek to the job centre to help him use the job search computers, something he had previously been unable to do. In addition, his offender manager noted his reading difficulties on the case record and requested that any staff writing to him followed up their letter with a telephone call, to make sure that he understood. Careful assessment of his needs ensured that everyone knew how best to communicate with Marek and he was enabled to access community resources, increasing his chances of staying out of trouble in the future.

Surrey

Mary was a first-time offender but convicted of two very serious offences of wounding. The personal factors behind her behaviour were complex. Creating a sentence plan which would give her the necessary confidence and the will to engage in supervision presented a challenge. The offender manager took great care to analyse the issues and develop an approach that met Mary's individual needs. This enabled her to engage fully and enthusiastically with work to overcome her problems and resulted in significant improvements in the factors that had led to her offending.

Gloucestershire

Trevor had served several sentences of imprisonment over many years and had been subject to community orders and licences, all of which he had breached. Now in his early 30s and assessed as posing a high RoH to his partner and children, he was sentenced to a community order with requirements to address his alcohol misuse and domestic violence. His offender manager, Susan, had supervised him on previous orders and demonstrated a high level of commitment to working with him. She worked closely with the women's safety worker and alcohol treatment worker and accurately assessed that this was the time that Trevor was ready to engage to address his behaviour. Susan was able to negotiate an early inclusion on the IDAP due to the level of RoH. Trevor was supported in his motivation to succeed by all concerned and at the time of the inspection had completed a detoxification programme and had almost completed IDAP.

Wiltshire

J's offender manager realised that because of his learning needs he may have found it difficult to remember when to attend appointments at the probation office. She gave him a calendar with coloured highlights so that he could visually check when he was due to report. She also assessed his learning style and used a variety of different methods of engaging with him.

London

The tutors we observed at Hull Adult Education classes used a particularly effective balance of whole group and individual teaching. Whole-group introductions to lessons were focused and stimulating. They ensured a prompt start to sessions and learning readiness. In literacy and numeracy sessions, tutors began with a series of short, relevant and adult appropriate activities that promoted active discussion and encouraged engagement in problem solving, before moving seamlessly to the main topic of the lesson. Offenders were fully engaged from the start of the session, found the activities enjoyable and were prompted to think deeply about the key learning points.

Humberside

Jenny had difficulties with reading. As part of the induction processes her offender manager, Mark, carried out an assessment of Jenny's needs, in particular her specific learning styles. This was undertaken using a questionnaire in order to find out the best way of working with her. Jenny was identified as someone who learned best by undertaking activities and this information was shared with the partner agencies working with her. Mark referred Jenny to the S4W officer who was able to make arrangements for Jenny to access both basic skills and employment support. As a result Jenny was able to gain computer skills and completed her own CV which was something she had never been able to do before.

West Yorkshire

General Criterion 1.5: SENTENCE PLANNING

The offender manager plans interventions in custody and the community with a view to addressing criminogenic factors and managing any RoH to others. The initial sentence plan or unpaid work assessment is designed to describe a structured and coherent plan of work for each offender.

Alan, subject to a DRR, was referred to a specialist substance misuse worker who used a simple but effective method of recording negotiated actions resulting from discussions with the offender. An individual care plan identified clear objectives. The plan had a circle for the offender and a triangle for the interviewer and arrows linked the two. Underneath the arrows were small measurable targets which were easy to understand. Such an approach enabled both the offender and the worker gain a clear picture of progress towards the targets.

Bedfordshire

Janice, who had been visited in prison before her release to Adelaide House, recalled her offender manager "doing the sentence plan with me. We bounced ideas off each other and planned where I wanted to be in the future and what I would do to achieve my goals".

Merseyside

Alun's DRR sentence in Blackpool started with a meeting between him, his offender manager, the community drugs team, and Addaction (a national drug and alcohol treatment agency), to set joint objectives for his sentence. The programme of work involved high levels of contact and included prescription of medication, keywork sessions, and a return to college. Early outcomes for Alun had been very positive.

Lancashire

Mark was engaged by his offender manager in the sentence planning process and together the plan was written in the first person: "*I will reside at the Approved Premises; I will work on addressing my offending behaviour, etc.*"

Cambridgeshire

When interviewing offenders under their supervision, the offender manager would have a single sheet of A4 paper which contained a summary of the offender's details, significant dates, outline of the original offence and previous convictions and, importantly, a list of the sentence plan objectives. This aide-mémoire enabled the offender manager to focus the content of the session on the objectives rather than the agenda being set by the offender or allowing the intervention to drift without direction. This was an example of how these could be used constructively and as a professional tool when working with offenders.

Derbyshire

Jane was assessed by her offender manager as low RoH on all categories except to herself. Her offender manager explained that she always did a risk management plan on every case despite the risk levels, as this helped her to support the work she was doing and set out further work needed regardless of risk. She considered low risk did not mean no risk.

Devon & Cornwall

Diversity issues had been reflected in the ISP of a complex licence case with mental health needs and learning difficulties. The plan incorporated the fact that the offender had a short attention span and therefore required bite-sized objectives in plain language.

Dorset

Mark had served a two year sentence for burglary. The offender manager had visited Mark in custody and had attended sentence planning meetings. He had also had regular telephone contact with Mark's offender supervisor in prison. This work meant that a good quality plan was put in place prior to Mark's release that focused on the need for Mark to secure employment and suitable accommodation. Upon his release the offender manager put Mark in touch with a mentor who worked alongside the offender manager to help and encourage him. Mark completed his licence successfully, secured work, remained in stable accommodation and most importantly did not reoffend.

South Wales

Despite Rafiq's age (he was over 70 years old) he was still regarded as posing a high RoH to children following his release from a five-year prison sentence. His offender manager, Brian, had been allocated the case only shortly before his release. Brian made a swift and accurate assessment of the needs in the case. In a relatively short time he had successfully referred Rafiq to several agencies after discussion with community groups in his local area. Rafiq's needs were complex but, starting with accommodation appropriate to his ethnicity and age, he was then referred to classes in English for speakers of other languages and to provision for alcohol misuse which had been linked to his offending. Addressing these needs, which were linked closely to the plan for managing Rafiq's RoH, clearly had the potential to reduce the level of risk posed.

West Midlands

Luke had a range of complex substance misuse and mental health needs which were sensitively managed by his offender manager Mohamed. The attention given to Luke's emotional well-being was appropriate, given his established pattern of self-harm and suicidal behaviours. Mohamed ensured that self-esteem issues were addressed in one-to-one work and in the practical arrangements for supervision, both in the timing of appointments and in briefing colleagues about Luke's needs. Liaison with substance abuse agencies and mental health services was also effective. Luke's diversity needs remained in clear focus throughout.

Northumbria

The newly qualified offender manager produced a superb initial sentence plan that drew on SARA and integrated her planned one-to-one work with actions to deliver the requirements of the order and victim awareness. The offender was fully involved in the planning process and the plan integrated a clear risk management plan and included objectives for work in six specific areas. Measurable progress was achieved in the six months following the making of the order. The offender completed a nine session alcohol course, undertook his unpaid work for the community, demonstrated increased victim awareness and was in regular employment. He reduced his use of alcohol and established a relationship with a new partner whilst maintaining contact with his son. The offender manager's work undoubtedly contributed to the progress made, and the importance of the excellent initial sentence plan was key to the way a complex case had been managed.

Teeside

Implementation of interventions

General Criterion 2.1: DELIVERING THE SENTENCE PLAN

The offender manager facilitates the structured delivery of all relevant elements of the sentence.

Al was sentenced to a community order with supervision and the DIDs programme requirements. He had a severe alcohol problem, low self-esteem and had suffered from stress and anxiety due to previous relationship problems. Al reported feeling 'useless' and because of this rarely socialised. The offender manager explored a range of options with Al, who identified voluntary work as his preferred opportunity.

Al was supported in completing an application form to work in a charity shop. He was successful and began working two days a week. This had helped to increase his level of social interaction and had contributed to his community reintegration. The offender manager also encouraged Al to self-finance himself on a course looking at alcohol use and its effects on driving. Successful completion of this course would be recognised by the court who may consider reducing his period of disqualification.

Essex

Ian, subject to a DRR, had a long history of drug misuse and offending to fund his addiction. His offender manager spent time with him working on a sentence plan and discovered that Ian had aspirations to write. The offender manager saw this as an opportunity to motivate and encourage Ian, thus building his self-esteem and making him less likely to reoffend. The offender manager encouraged Ian to write an article for the Norfolk probation staff newsletter describing his experiences as a drug user and of the criminal justice system. The article was very well received and prompted Ian to write more and he entered a number of public writing competitions. Such an approach demonstrated commitment from the offender manager and served to motivate Ian in a way that enabled him to see that he could make changes to his life style that had previously been dominated by drug use.

Norfolk

Alex was convicted of arson and assessed as posing a high RoH. He was released on licence to approved premises in Ipswich and subject to MAPPA. He was resistant to his release plan and had persisted in denying responsibility for his offending throughout his time in custody. Alex's offender manager recognised that he needed clear boundaries about the expectations of engagement with his licence conditions, and her approach was replicated by staff at the

approved premises, particularly Alex's keyworker. The offender manager and keyworker worked closely together to ensure that there was a consistent approach taken with Alex. Imaginative and appropriately sequenced interventions enabled Alex's criminogenic needs to be addressed. Proactive collaboration with the local housing authority resulted in them agreeing to offer him a further tenancy with a support package lasting two years.

Suffolk

Jack was an 18 year old with a history of offending for car related offences and violence. He had found the HMYOI difficult and when he was released on licence, his offender manager made good use of his motivation to change. She focused on consequential thinking skills and problem solving, giving Jack 'what if' situations to rehearse. She also helped him to look at his binge drinking and issues around masculinity. He started to change his behaviour by going out with different groups of friends and reported feeling calmer. In supervision he practiced 'saying no' to his old friends and the offender manager reinforced his new behaviour. She also built on the positive factors in his life – his family support and his employment goals. He broke the link with his former peer group and their heavy drinking, started to work with his father and successfully completed his licence.

Merseyside

Dave was on a community order with a Think First requirement. His level of alcohol misuse was such, however, that his offender manager judged that without addressing this, Dave would be likely to have problems completing the programme. He undertook the work himself, but made it SMART. Adopting a harm reduction approach using what and how much Dave drank, he was able to break the work down into achievable and measurable goals, e.g. drink lower strength lager and singles not doubles to save money and promote health. As a result Dave presented as prepared and well motivated when he did start the Think First programme.

Cheshire

The area had, several years earlier, decided to take provision for substance misuse in-house. In both the city and county teams there were GP sessions and treatment clinics being run every week. Drug treatment workers were based in the same office as offender managers and worked closely on the supervision of offenders. One of the advantages was that this enhanced their ability to spot early on when someone was beginning to relapse, e.g. having established links with local pharmacies the drugs worker knew when an offender on the programme had stopped collecting their methadone prescription which indicated an increase in illegal substance misuse. The prescription could be cancelled immediately, a home visit undertaken – hopefully to find the offender – testing arranged to verify the position and, if necessary, a modified treatment approach agreed.

Nottinghamshire

Julie was on a stand alone unpaid work order. Her offender manager retained contact with her throughout the order, via office visits and telephone contacts, to check on her progress and to try to anticipate obstacles that might hamper her progress on the order. For example, the offender manager invited Julie in to the office to discuss concerns that Julie was being subjected to domestic violence. Julie was given clear and consistent messages about what was expected of her on the order but, equally, she was supported and encouraged throughout, factors that helped Julie engage with the order successfully.

Lincolnshire

In the case of James, in each of the supervision sessions recorded in the contact logs, the work undertaken in the session was linked to one of the supervision objectives. This made it easy to identify the work carried out in relation to the sentence plan objectives, and also to see the priority that each objective was getting.

Cambridgeshire

Nathan was a young offender whose offending was related to his use of alcohol. His offence was a racially aggravated actual bodily harm. His identified needs included alcohol, attitudes, thinking accommodation and ETE. The offender manager had had contact with the prison prior to release as Nathan had started Prince's Trust work and wanted to continue this on release. The offender manager maintained excellent contact with the prison, and referred Nathan to the ETE advisor who continued this work on release. Nathan was later appointed as a youth worker.

Cambridgeshire

Andy was a young man whose long-standing misuse of alcohol was the main factor in his offending. Following the implementation of a number of successful interventions whilst on licence, Andy's alcohol consumption had almost ceased. In a supervision meeting with his offender manager, he revealed that he had recently met some new people and had found that he was unable to stop himself from drinking with them; he was worried about saving face and how his new friends would view him if he didn't drink alcohol. The offender manager skilfully and realistically discussed a number of practical strategies he could use if the situation arose, using new positive factors in Andy's life. The next time he met the new people, Andy was able to explain that he wasn't drinking due to his fitness training. This provided a way for Andy to manage a previously difficult social situation.

Sussex

Colin had suffered abuse as a child and had a history of drug use which had resulted in him losing family support. His offender manager encouraged and motivated him to seek help to come to terms with his experiences, supporting him to undertake counselling. He was prepared thoroughly for this work, including being accompanied to his first session, and his offender manager continued to motivate him to stay clear of drug misuse. There had been good progress so far; Colin's relationships had improved, including those with his wider family, and his drug use had ceased. Plans were now under way to focus on building readiness for employment through referral to specialist staff.

Avon & Somerset

Peter was put on unpaid work carrying out weeding for a local town council. He complained to his offender manager about the futility of such work, saying it was "*soul destroying and that it was not benefiting him or the community very much*". The offender manager discussed the case

with unpaid work staff, who approached the council, which then agreed to provide more positive work.

Devon & Cornwall

Pamela was released from HM Prison Send having spent one year of a two year sentence in custody. During her period in prison Pamela, who had basic skills and literacy difficulties, had been assessed as needing one-to-one tutoring. She had undertaken most of a course "Toe- to- Toe" while in prison and had been given worksheets and text books to complete the work while on licence. The offender manager referred Pamela to the ETE team, but it could not provide her with the individual tuition required. A suitable alternative was sourced through the local adult learning centre and, although the work was not yet complete, the persistence of the offender manager meant that one of the main criminogenic needs would be addressed in this case.

Dorset

Jean was subject to a two-year suspended sentence order for theft from her employer. Jean had suffered from depression in the past and had twice attempted suicide. Jean had two children, both of whom had significant behavioural problems. Throughout the period of supervision the offender manager supported Jean to improve her perception of herself and encourage her to take more control in her life. Referrals were made for counselling and education support. The approach adopted by the offender manager encouraged Jean to accept more responsibility for her actions. This resulted in a letter of apology written by Jean to her former employer. Jean had since undertaken a computer course, funded by the probation area, and had applied for higher education. The skills learned during supervision and the support of the counselling service meant that Jean had better control over her finances and improved parenting of her children.

Kent

Bob was an older offender on a community sentence. He did not cope well with problems in his life and tended to isolate himself when faced with difficulties. His financial problems reached crisis point and Bob's offender manager spent time motivating and encouraging him to access support from his local debt counselling service, something he was initially reluctant to do. This proved successful, and what Bob had learned about managing his debts was reinforced during supervision, to reduce the chance of it happening again and Bob reoffending.

Surrey

Steve was a GDAS worker, delivering pre-programme work with Stephan. Steve informed the programme tutor that Stephan was very anxious and that this could be a block to his full participation in the programme. The tutor attended one of the pre-work sessions and went through the programme step-by-step, to manage Stephan's expectations. She monitored Stephan carefully and used motivational interviewing to reflect back his progress. The offender manager and the tutor liaised closely throughout. As the programme progressed Stephan's confidence grew to the extent that towards the end he was able to run part of the session in front of the group.

Gloucestershire

When N agreed to go to an ETE session, his offender manager decided that she would attend with him. This gave her a good insight into the work he was doing and allowed her to reinforce his learning in her own sessions with him. It also enhanced their working relationship and the confidence he placed in her. Within a few months, N had achieved a Level 2 award. He was now considering enrolling in college and was working with his ETE tutor on his application.

London

In planning for A's release, the offender manager and prison based offender supervisor were in regular contact. This ensured that A was kept fully involved in discussions about arrangements for his future accommodation. He had been involved in sexual offences against young girls. His family was willing to allow him to return to live with them, but the offender manager, in consultation with MAPPA, assessed that there may be a RoH to his grandchildren. The offender manager and offender supervisor managed to persuade A and his family that the best course of action was for him to be released to his own accommodation. At the same time, care had to be taken as the victims of his offences were nervous about his return. They were fully consulted through the VLU and additional conditions were placed on his licence to protect the victims.

London

Although only 20, Ian had been under supervision for many years and was sentenced to four years imprisonment for a serious violent offence. He was a member of a highly criminalised family, had used drugs and alcohol at an early age as a way of coping with pressure and had become involved with offending as a way of gaining family acceptance. On release on parole, he had initially done well but had been persuaded by a family member to commit a further offence, which he had done without thought for the consequences. He was recalled for that and given a short prison sentence to follow the end of the long sentence so that he would be again released on licence. At the time of the next release his offender manager was still able to encourage Ian, by using motivational interviewing techniques, to comply with supervision and also this time to support him in his decision to avoid family members. He was determined to find employment, which he did, in the building trade, and supervision was tailored to fit around this and to support him in his new endeavours. He completed his licence successfully and was still in full-time employment, feeling stronger and independent for the first time in his life.

South Wales

The offender manager had structured contact log entries for each session with an offender to reflect the objectives in their sentence plan; for example, alcohol, accommodation, thinking and behaviour, and lifestyle and associates. The outcomes of each session were clearly tracked and progress made with individual objectives which could be measured and positive feedback given to the offender. As a result sessions with the offender were focused. In one particular case this method contributed to the offender's increased self-esteem and compliance with the order following two returns to court for failures to comply. Motivating and supporting offenders and reinforcing positive behaviour

Warwickshire

Jim had a drink problem and had been attending Alcohol Anonymous. Every time he was alcohol-free for 30 days he would receive a key ring fob which simply stated 'We're here and we're free . 30 days.. He accumulated a number of key ring fobs including two for 60 days. The offender manager photocopied all the key ring fobs as a way of acknowledging his progress and kept the document on the case file. Unfortunately Jim started drinking again. The offender manager showed Jim the photocopy of the key fobs to remind him about his recent achievements and to emphasise that he could abstain from alcohol. This was a simple and innovative idea but a powerful tool to motivate and reinforce positive behaviour.

Warwickshire

Gerry had been released on a three-month young offenders' licence following a four-month custodial sentence for an offence of burglary. He was sentenced without a report and no crown prosecution papers were available. His offender manager visited him in custody where he was found to be hostile and unwilling to accept the help of the probation service. The offender manager had carried out motivational work with him during this visit and continued to engage with him through written correspondence. An insightful and thorough initial OASys had been completed which resulted in an initial sentence plan that incorporated purposeful sentence objectives. The plan had been fully discussed and agreed with Gerry as a means of creating ownership. Although the case proved difficult to manage there was evidence that the offender manager had frequently consulted with their line manager to consider the most effective method of securing compliance. Despite some difficulties, the offender manager had persisted with Gerry and, as a result, a significant amount of offence-focused work had been delivered. Good attention had been paid to Gerry's community reintegration and the offender manager had engaged him with the local Citizens Advice Bureau and the Prince's Trust to support him once his licence had ended. As a result of the offender manager's engagement it became apparent during the licence period that there were some mental health issues and this resulted in appropriate assistance being offered through the mentally disordered offender team.

Staffordshire

An offender manager in unpaid work demonstrated the ability to motivate and support even the most reluctant offender through their order. In the case of Beryl, a professional woman convicted of a drink-driving offence who had genuine difficulty in coming to terms with a criminal record and the shame of the unpaid work order, the offender manager accurately assessed the situation, placed Beryl in a suitable setting and worked hard to motivate her. Without this Beryl would probably have found herself in breach of her order. As it was she actually enjoyed the work and formally thanked the offender manager for her support.

West Mercia

Tom's case was managed through MAPPA because of the very high RoH posed to the community and it had been agreed that he needed to move to another probation area. There was a well-executed planned transfer to the other area, through cross-area MAPPA liaison, which involved an offender manager in the receiving area being allocated to the case prior to the move, to act as 'shadow' for the home offender manager. This ensured that there was a single, clear risk management plan in place, owned by both probation areas, which was used actively to protect victims. Supervisory responsibility for Tom was thus transferred seamlessly from Gwent to the other area, and work continued on carrying out his sentence plan.

Gwent

Kevin was serving a long prison sentence for serious offences of violence. The offender manager in the community and the offender supervisor in custody established a positive working relationship through extensive liaison and regular attendance by the offender manager at sentence planning meetings. Objectives set for Kevin focused on reducing the RoH he posed and increasing his awareness of victim issues. Encouragement by both the offender manager and offender supervisor ensured that Kevin understood what was required of him and he became highly motivated to achieve what was required. His offender manager was actively involved in securing appropriate provision for Kevin so that he could attain the sentence plan objectives. This included pursuing his transfer to another prison so that he could complete the CALM programme before his release. Through the work already undertaken with Kevin, there was evidence of a shift in both his attitudes and behaviour.

Gwent

David was sentenced to a suspended sentence order with additional requirements of supervision, OSAP and a 12-month drug rehabilitation requirement. He had a long history of drug misuse and non-compliance with community sentences. His offender manager considered the best approach to working with him based on his previous contact with the service. She arranged a professionals' meeting, which included David, to facilitate information-sharing and agree a coherent package of work. Work with David was supported by quick access to treatment and the commencement of his programme within six weeks. There was good information-sharing and contact with partners and the offender manager maintained appropriate levels of contact with David while he was on the programme. Additional support to gain suitable accommodation was also provided. David made good progress and completed his programme. He provided no positive drug tests and gained a college placement. As a result of David's progress he was asked to volunteer as a support worker for future accredited programmes.

North Wales

A minority ethnic offender without any supportive factors who had been a drug user for a quarter of a century and had served numerous custodial sentences for a variety of offences, including violence, received a 56 month sentence of imprisonment for an offence of robbery. He had not complied with previous community sentences and had been unwilling to engage in addressing his addictive behaviour. The offender had been a model prisoner since the start of the sentence and there had been effective liaison between him, the offender manager and the offender supervisor in prison. The sentence plan was realistic, with a main objective to focus on the offender's drug use. He was referred to the Therapeutic Community Programme via CARATS. The programme lasted 48 weeks and by the time it had finished he had submitted 45 voluntary drug tests, all of which had been negative, had gained a position as a reception orderly, one of the most trusted positions in the prison, and had improved his physical health substantially. The end of course report said: "*This offender is, in my opinion, a success story for the Therapeutic Community Programme, and his future plans are being put in place*". He is now awaiting a place on the ETS course, and being prepared for a move to a Category D establishment.

County Durham

The NECA/Probation Easington Pilot, which delivered the ATR, was based in the Community Alcohol Service, where workers had direct access to CRAMS to input records. In this particular case, the quality of liaison between the offender manager and key worker was excellent – the key worker completed a comprehensive CRAMS entry after every session and they also had

informal discussions. As a result the offender manager always had current, good quality information about the engagement of the offender, which she then made active use of in her supervision sessions to reinforce improvements and further motivate the offender. At the end of the requirement, the key worker and offender produced a flip chart summary; in the offender's own words, of the progress made, lessons learnt and next steps required. This was passed to the offender manager who used this information in subsequent sessions.

County Durham

Alex was subject to licence conditions that included residing as directed by his offender manager. Alex made a formal request to move to an address in a neighbouring area. Following discussion with his manager, the move was agreed, subject to suitable arrangements. The offender manager liaised closely with the allocated offender manager from the accepting area. They undertook a joint home visit to the proposed new address and arranged a three-way meeting with Alex to ensure that continuity of offender management was not lost. Alex's first attempt to move areas took place whilst his offender manager in Northumbria was on leave. Staff covering her absence were alerted to child safeguarding issues by the new area and responded swiftly. They obtained an approved premises bed back in Northumbria and reviewed RoSH on OASys, thereby reducing the potential risk to the child.

Northumbria

Mr B was a PPO; his current offence was one of violence and he was assessed as posing a high RoH to the public. He was subject to an 18-month custodial sentence with an extended licence. The PPO team member, along with the OM, attended all sentence planning boards and reviews. This helped the PPO staff member to get to know Mr B and to identify RoH or LoR issues to be addressed in preparation for release. In this case, finding suitable accommodation on release into the community was central and Mr B had housing debts. The worker enabled Mr B to address the debts so they would not hinder finding suitable accommodation post-release.

North Yorkshire

General Criterion 2.2: PROTECTING THE PUBLIC BY MINIMISING RISK OF HARM

All reasonable actions have been taken to protect the public by keeping to a minimum the offender's RoH to others.

Brian had been given a community sentence following his conviction for an assault on his partner and was assessed as presenting a high RoH. He was subject to MAPPA oversight and there were concerns that he was likely to reoffend. The offender drew up a detailed risk management plan that prioritised victim safety. Throughout the period of supervision the offender manager participated in the MAPPA meetings and after each meeting she updated the OASys assessment and risk management plan by including the factors and actions that had been identified at the meeting. Such an approach meant that the offender manager was able to adapt the intensity of supervision to the changing circumstances and ensured that all activity was consistent with the other agencies involved in the case. The excellent standard of recording also meant that when the offender manager was absent other staff could see clearly what was planned.

Norfolk

Brian was a sex offender subject to his third period of supervision for sex offences against children which were escalating in seriousness. He was subject to MAPPA oversight and the offender manager worked jointly with the police to monitor and control his behaviour. Brian

attended the Sex Offender Treatment Programme, but there were concerns about his home circumstances and the risk he posed to children in the area. The offender manager set up a regular programme of home visits together with a police officer in order to monitor Brian's home circumstances and corroborate information with his family. As a result, the RoH to children in the community was minimised.

Bedfordshire

Alice had been in custody for sex offences and her case was managed through MAPPA. Prior to her release, her offender manager had worked closely with social services, the police, prison and victim contact staff to ensure that the victim and other people potentially at RoH were protected. The risk management plan was detailed and comprehensive, recognising Alice's vulnerability as well as risk posed, and it was delivered jointly by her offender manager and police officers.

Hertfordshire

Kevin had committed a theft from a vehicle. The offender manager, however, identified issues of potential neglect of Kevin's children partly because of his drug misuse. An appropriate referral by the offender manager was made to Children's Services followed by active involvement in case conferences and core groups. This activity was supported and enhanced by adding an objective to the sentence plan about parenting skills and child safeguarding, which ensured that RoH was addressed constructively with Kevin.

Greater Manchester

Mr D suffered from a severe mental illness and was being released from prison after a seven year sentence for a serious violent offence. The Cumbria offender manager had short notice of the impending release of Mr D to the area. She prioritised RoH issues. On release, Mr D failed to report and was immediately recalled as planned. The recall was well handled and had a positive impact. The work done by the offender manager meant that when Mr D was subsequently re-released from prison, he was quickly committed to hospital under a section of the Mental Health Act in order that he could obtain appropriate services.

Cumbria

John was a sex offender who was on licence following a lengthy prison sentence during which he had started to attend church. On his release, the offender manager liaised with local churches to identify the safest way of him continuing to attend services. She found a church where CCTV had been installed and, working with the priest, agreed which services John could attend and where he should sit. John was involved throughout in the discussions and saw this approach as both protective and supportive.

Northamptonshire

Richard was 40 years old and had a history of violence against his ex-partner. He was served with a restraining order to prevent him having contact with her or the children but he breached this twice. The offender manager carefully monitored the situation and also managed the risks

via MAPPA and MARAC. She noted the connection between his alcohol use and previous violence, and included these in her risk management plan. Shortly after the start of the suspended sentence order, she noted that Richard's alcohol use had increased and that he appeared more anxious and unsettled. She immediately reported these concerns to the Police Domestic Violence Unit and re-assessed the case, contributing to the effective management of the RoH.

Thames Valley

Richard's offences meant that he posed a high RoH to others and his case was managed through MAPPA. He was affected by mental health problems, and the management of his case was supported by effective assessment and treatment from mental health services. Police were involved in monitoring his use of computers and in taking a variety of other actions to restrict Richard's opportunity to harm others. This was a complex case which combined support for the offender with a clear focus on minimising risk to others.

Avon & Somerset

Mary had a number of violence related convictions triggered by excessive alcohol use and emotional difficulties. She received an order with an ATR. Her attendance was good and she was making progress but four months into the order she experienced further emotional pressures, began drinking again and this spiralled into violent behaviour. Based on this the offender manager reviewed OASys, RoH and the sentence plan. Mary was returned to weekly reporting and the offender manager convened a three-way meeting with Mary and the alcohol treatment agency to identify additional supports. The offender manager's assessment of imminent risk was proved correct as Mary went on to commit a drink drive offence. However, the more frequent reporting and the additional support agreed with the alcohol treatment agency meant that Mary could quickly get herself back on track and within a couple of weeks her behaviour had improved, alcohol use reduced and the risks managed.

Hampshire

David was released on licence to an approved premises, having committed an offence of affray against a family member. There was a long history of domestic abuse and Children's Social Care Services were heavily involved with the family. The offender manager was proactive in the ongoing management of the risks posed by this case. Risk assessments were routinely updated when new information was received. MAPPA were utilised effectively and action points from meetings were integrated into a comprehensive risk management plan. Details of all the staff involved in the case were clearly recorded. The offender manager had developed a strong positive relationship with Children's Social Care Services and there was regular communication. Following recall of the offender from the approved premises the offender manager ensured that risk information was shared with the establishment and retained good contact with the offender supervisor. When David was moved to open conditions, the offender manager, with support from MAPPA, made representation to the prison service to reconsider their decision on the grounds of risk. This was successful and David was soon returned to closed conditions. The offender manager's alertness to potential risk triggers, regular communication with all agencies and the support of MAPPA resulted in good risk management that protected potential victims.

Kent

B was serving a prison sentence and had been assessed as presenting a high RoH to other people. Given the complexities of the case, his offender manager rightly decided that she needed to establish contact with B before his release. However, he was moved to a different prison the day before she was due to visit him. She wrote to the prison outlining the RoH issues and asked whether it would be possible to move him back to a prison nearer to London to enable her to visit him with police colleagues from the PPU. Her request was granted.

London

Tony was a sex offender released from prison on licence and who had been assessed as presenting a high RoH. The offender manager had exercised rigorous risk management controls and had put these in place with MAPPA well before the offender's release. The release plan involved Tony living in approved premises. Soon after he arrived at the approved premises, Tony's behaviour gave rise to concern in that he acted inappropriately towards staff. The offender manager immediately took steps to secure Tony's recall to prison. Following the recall the offender manager made another assessment of the RoH and decided that if Tony were to be released to another approved premises, further restrictive conditions would need to be added to his parole licence, including a stricter curfew. Tony was subsequently released on licence to a different approved premises and had completed the first three months of his residence successfully.

South Wales

Martin was serving a three-year sentence for threats to kill. He had a history of domestic abuse. Prior to his release he asked whether he could live with a relative who lived in another county. He offered two addresses: one was with a family member who lived in a caravan and the other a single woman who resided in a one bed flat. The offender manager determined that the caravan was not suitable and there would be risks to the woman. The local probation area was willing to manage the case and they had access to accommodation through their local housing department. However, after consideration the offender manager decided that there would not be sufficient controls on Martin to ensure his RoH could be managed. Therefore Martin was released to approved premises in Warwickshire. He started drinking immediately and his behaviour, coupled with his drinking, led to his recall within six days. The offender manager could have easily agreed to the transfer of the case. Instead he continued to manage the case to ensure the public were protected.

Warwickshire

Graham was assessed as a very high RoH offender and had been managed under MAPPA Level 3. He was released on a non-parole licence with conditions to reside at an approved premises. The length of the licence meant that there was limited time to work with him. The offender manager and staff at the approved premises had worked together effectively to manage his RoH. There had been a gradual lifting of restrictive conditions - commensurate with the short length of the licence - that resulted in the offender receiving approval to leave the approved premises and reside with his partner in another probation area. This was agreed prior to end of the licence in order that the situation could be monitored. The offender manager and the approved premises manager conducted a joint visit to the new proposed address to assess suitability and to provide the partner with appropriate information and *Staffordshire 13* support. The offender manager had ensured that liaison had taken place with MAPPA in the area where Graham was to reside. As a result of the work undertaken, Graham's RoH had reduced from very high to high and his MAPPA level had also reduced.

Staffordshire

Evan had significant health issues which precluded his attendance at a group work programme for sexual offending. The offender manager delivered offending behaviour sessions on a one-to-one basis, taking account of Evan's diversity and health needs. There was evidence of very good liaison with the family who did not accept Evan's offending, but were made fully aware of the role of the probation service and the licence conditions. When Evan was due to be admitted to hospital for treatment, the offender manager shared with medical staff relevant information about the potential RoH to staff and other patients.

West Mercia

An offender on a community order, who was classified as high risk of serious harm, was remanded in custody in relation to new offences. The offender manager formally communicated with all relevant staff in unpaid work, programmes, court, team colleagues, risk manager and the police to inform them of the development and potential RoH issues relating to the new offences. The offender manager also made formal arrangements with non-probation court staff and the CPS, as well as probation court staff to be kept informed of the offender's ongoing remand status. This meant there was active management of RoH issues and that the offender manager and other staff could plan for any possible re-release.

West Mercia

Andrew had served a prison sentence for sexual offences. His case was managed through MAPPA and prior to release the decision had been made to re-house him in an area away from his victims, to minimise further potential harm to them. An organisation, in partnership with the probation area, provided support for Andrew on his release, helping him resettle into the community and also providing his offender manager with feedback about his activities and behaviour. Through MAPPA, the Jobcentre Plus was also involved, providing guidance about appropriate employment opportunities. While this work was underway with Andrew, VLO staff supported his victims. They had been enabled to contribute their views to the Parole Board, ensuring their concerns about coming into unexpected contact with him were addressed. Despite one formal warning about his behaviour, Andrew successfully completed his licence supervision and then continued to be monitored closely through MAPPA, ensuring on-going protection for the community.

Gwent

Programme tutors on IDAP noted that two of the participants were socialising together. They informed the offender manager who followed the information up. She found that the two offenders had been seen at the home address of one of the men, where his victim also lived. The offender manager quickly called a joint meeting with the IDAP tutors and the women's safety workers. Together, they explored how best to manage the situation and ensured that they were all working in the same way and giving the same messages to the offenders. This was a good example of spotting changes in acute risk factors and responding appropriately.

Dyfed-Powys

George was subject to licence supervision following domestic abuse offences against his partner. He had a long-standing alcohol dependence that exacerbated his violent behaviour. Despite these difficulties, George and his partner were committed to their relationship. His offender manager demonstrated a good understanding of the complexities of domestic abuse relationships and put in place arrangements to safeguard his partner as it was evident they would continue to see each other. Through MAPPA the offender manager arranged a gradual resettlement from the approved premises to the partner's home. This eventually led to overnight stays. MAPPA had agreed to put a police marker on his partner's address and appropriate information was provided to the warden where she lived so that visits by George could be monitored and RoH issues responded to swiftly. With the agreement of MAPPA, George was eventually permitted to return to the address full-time. An arrangement to provide emergency contingency accommodation at the approved premises was agreed. In order to continue monitoring RoH a programme of graduated home visits was arranged.

North Wales

An offender who was known to be a threat to vulnerable young women and girls had received a prison sentence for unlawful sexual activity. On release from prison, he was managed by an offender manager within the countywide public protection team. The offender was manipulative and difficult to engage and robust and appropriate conditions had been put into his licence. A home visit was carried out on his day of release and further visits both to his home address and elsewhere. Appointments took place as arranged, despite him trying to turn up when it suited him. MAPPA were used to draw together police intelligence about past behaviour. When he was found in a house with a child known to be at risk, at a time when he was supposed to be in his own home, the offender was promptly returned to prison. He was subsequently released, but the same attention continued to be paid to ensuring his RoH to others was minimised.

County Durham

At 27 Gary had an established pattern of offending. Many of his offences involved acquisitive crime to fund a longstanding drug dependency and there had also been several incidents of violent offences.

At the start of his most recent community order Gary's offender manager identified concerns in respect of current child safeguarding and potential domestic violence risks. She initiated the MAPPA process and called a meeting with colleagues from the local children's and family services, ensuring that sound multi-agency plans were drawn up quickly. Subsequent joint working and communication ensured that protective factors were in place to safeguard both the child and other potential victims.

Northumbria

Due to his risky previous behaviour, it was unsafe for female staff to see this MAPPA Category 3 Level 2 offender alone. To make sure that this information was communicated to all staff, it was entered onto CRAMS with the date the same as the termination of the order. This meant that the entry to highlight the risk was always the first entry brought up when someone looked at CRAMS. As a consequence, duty staff and those from other offices had the information readily available and were able to act accordingly.

Teeside

South Yorkshire area had introduced a requirement for a monthly formal review by the line manager of cases where the offender posed a high Risk of Harm to others. A structured format had been developed, covering action taken since the previous review, contact levels, assessment of current Risk of Harm and any future actions to reduce that risk. The written review was then kept in the case file. Offender managers found this a helpful process in their management of difficult and demanding cases.

South Yorkshire

A young offender with a long record of violent offences was currently being supervised on licence for an offence of rape. He had significant learning difficulties and had been a Looked After Child; both of these factors had contributed to his criminal behaviour. His offender manager had worked actively with him over several years in prison. Through MAPPA Level 3 she had harnessed an excellent care and control package for release, combining many services including an adult placement scheme and the police. This was an excellent example of what could be achieved when agencies work together to support people who are both dangerous but also vulnerable, whose needs for care link directly to potential for further harm.

Humberside

Colin was serving a long prison sentence for violent offences. During the period of custody the offender manager worked with him to establish jointly owned objectives, and continued this into the community at the start of his licence. This investment in early engagement and planning set up the case on a solid foundation which saved time and gave accurate indications for direction in the case. The offender manager was effective at joint work both with the prison and approved premises, and later with the voluntary sector and others. The approach taken by the offender manager had been focused on working with the offender for change to address how he could reduce his risk and successfully reintegrate into the community. Significant progress was made, including successful resettlement into the community and improved family relations.

West Yorkshire

Mr D was subject to licence and was assessed as being high RoH. He was managed through MAPPA Level 2 supervision for offences involving physical and sexual abuse of his partner. There were also concerns for the wellbeing of his children. He posed a significant and ongoing danger to his partner and their children. There was an early referral to MAPPA and all possible measures were put in place to protect the family. Mr D was required to live in a hostel outside of the area and he was also fast-tracked into the IDAP. Measures were put in place to monitor the family home and to provide alarms. Through MAPPA a successful referral was made to a supervised, supported housing project for ex-offenders in another area. This accommodation was far away from Mr D's victims and reduced the likelihood of further offences against them.

North Yorkshire

General Criterion 2.3: VICTIMS

Consistent attention is given to issues concerning victims.

Sarah was the ex-partner of the offender under supervision to Essex Probation Area. She attended the probation office one day and asked to speak to her ex-partner's offender manager about the concerns over text messages she had received from him. The offender manager spent time working with Sarah on identifying 'keep safe' strategies and talked to her about calling the

police if she felt threatened. The offender manager gave Sarah the telephone number of the Women's Aid outreach worker and contacted the domestic violence liaison officer to discuss the concerns.

Essex

Sean was on licence following his release from prison having served a sentence for assault on his ex-partner. The licence included a condition excluding him from the vicinity of the victim's home. The offender manager had liaised very carefully prior to Sean's release with the VLO dealing with the case to make sure that the victim of the crime was aware of the details of the exclusion condition. This had the effect of allaying many of the understandable anxieties that the victim had about the release of her ex-partner and contributed to the victim safety plan.

Bedfordshire

A victim of domestic abuse praised the work of Dorset and stated that after the intervention of the women's safety worker she not only felt safer and less of a victim but also *"They have let me be myself which is what I have wanted to do for so long"*.

Dorset

Before D was released from prison, his offender manager liaised closely with the VLU and the police to ensure the safety of his former partner. Alarms were put into her home and D's licence contained an exclusion zone. The offender manager was diligent in reinforcing the boundaries. When D asked to attend an appointment with his GP within the exclusion zone, she checked whether the victim had the same GP and discovered that this was the case. She gave D a clear message that he could not attend, explained why and offered alternatives for health emergencies. She then contacted the GP and cancelled the appointment herself.

The offender was fully involved in the sentence planning, which included objectives designed to manage the RoH he presented by enforcing the restrictive conditions. Constructive interventions included work on employment skills and use of alcohol. These were explicitly sequenced and the offender was fully involved in planning the next actions. He had achieved education certificates and a vocational qualification. The offender manager was also alert to less obvious development affecting RoH – for example, the offender had undergone significant dental work which had improved his appearance and his self-esteem.

London

London Probation had produced a workbook of exercises that could be used with offenders to increase their victim awareness. There was also guidance on helping an offender to write a letter to a victim. Where the offender wanted to send the letter, this would be done through the VLO, who would first make contact with the victim to establish whether they wished to receive it. Where it was not appropriate to send a letter, the offender could nevertheless write the letter as a way of enhancing their understanding of the effect of their offence. In one such case, the process had had a powerful impact on an offender who had previously been in denial and had seen himself as a victim.

London

The statutory criteria for victim contact did not apply to a case where there was a vulnerable victim who was fearful about the offender coming back to his home. Despite this, discretion was used and victim contact arranged. Good liaison between the Victim Contact Unit (part of the Victim and Witness Information Partnership) and the offender manager enabled the victim to feel safer prior to, and after the offender's release from custody. This was achieved by the provision of information to the victim and the use of additional licence conditions to reduce the likelihood of contact between the victim and the offender.

Warwickshire

A case of a high RoH offender, who had seriously injured the victim, demonstrated good work by the VLO, offender manager and progress by the offender. Through the use of home visits the VLO had ensured that the victim was fully involved at all stages of the sentence and able to express his wishes in respect of release conditions. Victim safety issues were addressed at HDC, ROTL and post-release stages through the use of curfew and non-contact licence conditions. Following release, the offender completed work on victim awareness and this was evidenced on the case file.

West Mercia

General Criterion 2.4: ENSURING CONTAINMENT AND PROMOTING COMPLIANCE (Punish)

Contact with the offender and enforcement of the sentence is planned and implemented to meet the requirements of national standards and to encourage engagement with the sentence process.

Julian was made the subject of a DRR and displayed little inclination to engage with the requirements of the sentence. Following his failure to attend appointments, his offender manager instigated breach action. She formed the view that if Julian was to comply he needed to be confronted with the consequences of his offending more effectively. With this in mind, she proposed that as a penalty for the breach Julian should be required to attend a substance misuse programme. This proposal was accepted and Julian attended the group. There was a further failure to report, but it was clear that Julian was starting to engage effectively with the requirements of supervision and when he was returned to court for breach the punishment imposed was an extension to the period of supervision. Following this Julian complied with the sentence. By carefully considering the options available and viewing enforcement as a means to secure compliance, the offender manager very skilfully ensured that the offender was punished yet was able to participate successfully in the constructive elements of the supervision process.

Norfolk

Unpaid work staff had developed a system for individual and group supervisors to identify key indicators such as medical condition, risk of self-harm, literacy issues and risks to staff to help place offenders on appropriate work. The attendance recording sheet was coded by letters and numbers only known to staff. Staff carried a small card which provided information about the codes. The initiative enabled supervisors to have access to information very quickly and meant that confidentiality of sensitive information was maintained.

Bedfordshire

Offenders sentenced to unpaid work were issued with a booklet at induction. This clearly set out what to expect from the sentence and the rules and regulations of attendance. It also provided a log to record their attendance.

Merseyside

Mr T had a substantial criminal history with several periods in custody. The offender manager initiated recall during this licence as Mr T failed to attend appointments as directed. She was concerned that he had relapsed into drugs misuse. Prior to recall, the offender manager requested that Mr T's parents participate in the supervision process. Mr T lived with his parents and they were keen to contribute to a plan for addressing his offending. During the recall period the offender manager continued work with Mr T. This support was beneficial and he subsequently completed the Prison ASRO programme and was actively involved with the prison drugs workers regarding residential rehabilitation on release.

Cumbria

Joe was subject to a DRR and had been breached twice in the first six weeks. On the second occasion, the offender manager proposed to the court that an ETE specified activity condition be inserted. The court had enough confidence to follow this suggestion and since then Joe had attended 86 of 90 appointments and was actively addressing his drugs problem.

Nottinghamshire

The Pharmacy project involved a partnership with Boots The Chemist where a private room was provided for probation staff at chemists across the county one day a week, to allow the supervision and drug testing of offenders on a DRR when they were collecting their medication. This was an innovative idea designed to improve compliance with a challenging group of offenders.

Northamptonshire

Mark was then released on a short YOI licence. When he failed to comply breach action was taken swiftly. The case was 'fast tracked' and appeared at the magistrates' court within ten working days. Matthew was fined £50, and his compliance improved after the breach. This enforcement demonstrated that rule breaking would not be tolerated even on a short licence and, as a result, improved future compliance.

Cambridgeshire

Daniel was verbally abusive and highly aggressive towards many figures in authority, including his offender manager who remained clear and consistent throughout his dealings with him, giving straightforward messages about the importance of attendance. Regrettably, Daniel would not cooperate and was recalled appropriately. The offender manager was planning how to re-engage during the remaining time in custody in the hope of a better experience during the next licence period.

Cambridgeshire

Naseem (a black Asian) was on a community order for threatening and abusive behaviour, relating to an incident in which he dealt with a dispute with an acquaintance in a totally disproportionate and inappropriate way. He had received 20 hours unpaid work for a breach, and was subsequently involved in an incident on a work party in which another offender was racially abusive to Naseem and he responded with aggressive and intimidating behaviour towards everyone on the work group. He also incited another black Asian on the work group to join in. The incident had been handled with sensitivity given its political context, and with balance given the legitimate expectation of Naseem that racial abuse by other offenders towards him would not be tolerated, but the repeat of the very behaviour for which he was under supervision was not acceptable either. All three offenders were suspended from unpaid work and returned to court for breach on the grounds of unacceptable behaviour.

Cambridgeshire

Mindful of the relatively high number of offenders who were breached within the first six months of their orders, the area had introduced a 'compliance checklist', to be completed by offender managers with offenders who had a poor history of compliance. The checklist asked questions about an individual's work patterns, transport arrangements, childcare responsibilities and whether they tended to forget appointments. Its consistent implementation in one office had encouraged the use of text messaging to remind offenders about appointments and had also provided rich information on the different characteristics of offenders who went on to be breached. Local research into compliance issues had used this information to make recommendations aimed at improving compliance (see section 4.1).

Sussex

Following a very serious offence of violence committed whilst under the influence of drugs and drink, Roger was sentenced to several years' imprisonment. There was effective liaison with the prison prior to his release on parole. The prison provided relevant programmes on drugs and alcohol and the progress achieved was built on appropriately by the offender manager after release. A potentially difficult geographical exclusion zone that covered both the homes of the victim and of Roger's mother was well managed and there were good links with ETE resources and the receiving approved premises. Positive progress was made by the offender in the six months following release, with no further offences, a complete change in attitude and behaviour, and a recent transfer to a new area was also accomplished very effectively.

Avon & Somerset

James was a prolific drug misusing offender who came out on licence following a 30 month sentence for drug offences. His offender manager, Zoë, worked in the multi-agency prolific offender unit where police, health and probation staff were co-located. The unit held regular multi-agency risk activity management meetings, based on the MAPPA model, involving social workers, health workers and housing providers. Staff were very positive about the benefits of joint working.

Prior to release, Zoë visited James with the police representative and health worker from the PPO unit. While in prison, James had steered clear of drug use and was motivated to remain drug free on release. At the joint meeting, James and the three workers focused on what needed to happen on release and what support was needed for him to succeed.

For the first four months, James was drug free but began to slip back and police intelligence recently indicated that he was associating with known dealers. The unit police officer had made it clear to James that he was in their sights and once the unit had sufficient evidence that he was dealing, they were prepared for a swift recall in the hope that he would re-engage with them.

Devon & Cornwall

Southbank Mosaics was a charitable organisation providing innovative unpaid work placements. The project was funded through 'Skillsweb' which was supported by ESF, led by Kensington and Chelsea College and managed by Lewisham College. Offenders attended for up to two days a week and worked on designing and making mosaics that were used as paving stones, pictures on walls and bridges and monuments in the Borough of Southwark. The work helped them to develop a range of technical, creative and research skills and work towards a qualification at Level 1. Accreditation in literacy and numeracy was also linked to the work on the project. Offenders worked on individual and group projects which involved research into local history and art techniques, agreeing the overall design and making the mosaic. One offender said, "*I am learning a very marketable skill of tiling. I have developed a better understanding of colour and design; I know who Gaudi, Seurat and others are, and I am making something that contributes to the local community*".

London

S had committed a serious offence when she was aged 14 and had received a lengthy custodial sentence. The case was transferred to probation from the YOT shortly after her release from her first recall. The offender manager knew that she had to be clear and honest with the young woman. She set out exactly what was required and the consequences of not complying. She was not surprised when the boundaries were quickly tested and promptly instituted recall. She kept contact throughout, set the scene for release and worked hard to secure a place in approved premises for women. On release the offender again tested the rules and was recalled for the third time. Again the offender manager maintained contact and the place in the approved premises was again available. This time, on release, the young woman engaged in work on her drinking and behaviour and managed to complete her licence. The key to the success was the offender manager's recognition of the effect of the long prison sentence, and the proper use of enforcement to maintain boundaries whilst keeping her promises and engaging with this damaged young woman.

London

The unpaid work unit in Cardiff provided a high quality service both to the community and offenders. The unit had retained a number of supervisors who were skilled in different trades. Each of the supervisors had a number of projects; for example, renovating hostels for a voluntary organisation or designing and building a garden in a school. In each they had negotiated that there would be no agreed completion date so that the unit could be flexible and respond to other pressures. Where possible, a supervisor took out a smaller group of offenders who had proved they could behave and they were taught skills on site. In addition, there was an impressive workshop where staff ran the pre-placement sessions and where the ETE providers and Careers Wales came to interview offenders.

South Wales

Given the size of the Trust and the distance between centres of population, it was important that the unpaid work team provided projects that did not require long travelling times to reach them. Severn Valley Country Park, a nature conservation site created out of an abandoned mine, had responded positively to an approach from staff and had accepted offenders in work groups and individual placements. The site was easily accessible by minibus from several districts. Under the supervision of probation staff and with country park staff teaching the necessary skills, offenders cleared overgrown areas then learned to lay paths, repair hedges and also ways to improve and conserve natural habitats and attract wildlife. The offenders spoken to during the inspection had found the work demanding and very rewarding and could see the clear benefit to the community and to the conservation of local nature.

West Mercia

Paul was a young man with a long history of failing to comply with court orders. He lacked self-confidence and could not achieve goals in his life. The PPO scheme paid for him to access training opportunities in site safety and other building related courses. He was taken to job interviews, involved in skills for life courses and allocated a male support worker from DIP as a mentor. When the licence ended, the offender manager devised a 'move on' plan, which allowed for ongoing contact with the mentor to ensure continued progress. For the first time, Paul not only complied with an order but showed real signs of progress, which he was confident he could maintain.

Dyfed-Powys

Offender managers in the Byker office sent letters to offenders who, although not in breach of their orders, were struggling to comply. The letter was written in pro-social, motivational and supportive language but made it clear that failure to comply would lead to breach action. It offered the offender an appointment to discuss their compliance.

Northumbria

Colin was a profoundly deaf young man with very limited communication skills and whose frustration with this had contributed to his likelihood of reoffending. The area arranged for a signer to be present at court. Once sentenced, the offender manager used the same signer for each appointment, ensuring that Colin had continuity of service. When Colin attended appointments with Mind, he was supported by the same signer. Both the risk management and sentence plans specified the importance of using the same signer, and also gave the contact details so that any one working with Colin could ensure this continuity. The impact of this was that he engaged with the offender manager and was working to meet the sentence plan objectives. At the time of the inspection he had complied with the requirements of electronic monitoring, undertaken offence focused work with the offender manager and commenced a course at college.

Teeside

Sanjay's community sentence included unpaid work. He was in a full-time job but his work days and hours varied. In order to preserve his employment (important in reducing the likelihood of reoffending), an individual unpaid work placement was found for Sanjay where he could undertake two separate half-day sessions in a week. This was flexible enough to match his employment commitments but also ensured he met the requirements of his sentence.

South Yorkshire

General Criterion 2.5: CONSTRUCTIVE INTERVENTIONS (Help and Change)
Interventions are delivered to identified ends and to meet the requirements of the sentence: help and change.

The probation area had designed well-structured packages of ETE activity. Three categories of activities were linked to the length of requirement of 10, 25 or 60 days. Each category included basic skills assessment and information, advice and guidance. Additional elements included basic skills training, vocational taster courses and training in job readiness. The packages had good potential for tailoring ETE requirements to offenders' individual needs. The packages and their content were shared with sentencers via good quality information sheets and additional training for new sentencers.

Essex

Two ETE officers made good use of the probation area's video monitoring equipment to evaluate a new learning programme. They had recently designed a new workshop to develop offenders' employability skills. The first group session was recorded, including the role play activities, using the equipment normally used for recording accredited offending behaviour programmes. They planned to use the recording as a quality improvement tool to help them review the session and identify improvements. This also involved their ETE colleagues from other centres and the ETE manager in this quality assurance process.

Essex

Norfolk Probation Area established a mentoring scheme for offenders in conjunction with a voluntary organisation which provided the training and support for mentors. Mentors supported offenders to develop social and organisational skills. For example, they helped offenders join and use a library or read a bus timetable so that they might more easily get to an accredited programme. The scheme was a good example of partnership with the voluntary sector, promoted community reintegration and helped offenders engage more successfully with the supervision process.

Norfolk

There was particularly effective use of volunteer workers to support offenders in a range of interventions. The probation area worked closely with SOVA, a charitable trust, which provided up to 80 volunteers, approximately half of whom supported the development of literacy, numeracy and language skills in offenders. The work of volunteers was highly praised by staff, with many working over prolonged periods with individual offenders who posed a range of complex needs.

Hertfordshire

Barney had already been recalled to prison because of concerns about his behaviour. When re-released he was placed at approved premises in Lancashire. He had undertaken the SOTP whilst in custody and an individual relapse prevention programme was undertaken with him immediately on his release, through Meadow House, a joint NSPCC and probation project. Alongside the work to reduce the RoH Barney posed, his keyworker at the approved premises was supporting him in finding appropriate move-on accommodation. Employment issues were also addressed with him. To promote successful resettlement into the community, Barney was enabled to undertake voluntary work in a charity shop after careful assessment of his suitability and appropriate arrangements for his supervision. Together, these constructive interventions contributed to Barney's reintegration into the community.

Lancashire

Ms A had a long-standing drugs dependency history. Her most recent community sentence saw her placed initially as a Tier 2 case. A comprehensive assessment at the commencement of the sentence identified a range of critical concerns relating to her risk of re-offending. The PSO offender manager obtained agreement from his line manager to manage the work as a Tier 3 case and the rationale for this decision was clearly recorded. The subsequent interventions focused on supporting Ms A in drugs relapse prevention work and in securing appropriate accommodation. Ms A still faced considerable challenges in achieving the changes she wished to make in her life. The work done in this sentence brought a structure to those efforts and made a successful outcome more likely.

Cumbria

Brenda was sentenced to a community order with a supervision requirement, a drug rehabilitation requirement and a requirement to complete ASRO. She had a history of substance misuse. Six months after sentence, despite moving to a different district, she had spent one week in a residential detoxification unit, had been drug free for several weeks and was benefiting from ASRO, which she had nearly completed. She had also resumed regular contact with her eldest son. There were clear indications that Brenda saw her offender manager as a positive role model. There was also evidence of substantial progress in her health, attitudes and she had stopped offending. The offender manager had used probation and commissioned drug services to ensure a range of provision was applied to address offending and her drug misuse.

Greater Manchester

Benny was a long-standing, ten year user of heroin. His marriage had broken down and he was homeless. He had been a habitual offender who had a poor history of engagement and compliance. He was placed in the PPO project. The offender manager worked jointly with a police officer. Benny was moved from a tent in a cemetery to supported accommodation and was now maintaining his own tenancy. He was on a methadone script and in treatment for his addiction. He had completed Think First.

These were strong outcomes resulting from good partnership working, persistence and accessing partnership provision.

Nottinghamshire

Mary had a history of self-harm, drug dependency and accommodation problems which had all contributed to poor compliance with the area. Her offender manager demonstrated a good understanding of her complex needs, and during Mary's DRR, had liaised effectively with housing, drug and education partners. At the six month stage there had been substantial progress. Mary had secured a tenancy with a local Housing Association, had engaged with Addaction and begun to attend ETE sessions. The offender manager reinforced this progress not only through one-to-one sessions, but also through regular court review reports, all of which contributed to Mary's improved engagement

Lincolnshire

DPA in partnership with Broomfield Hall, Derby College developed and delivered a course leading to a City and Guilds (9383) qualification in horticulture, for offenders undertaking unpaid work.

The project was designed to deliver horticultural knowledge and skills through practical experience working alongside a college tutor and unpaid work supervisor. The course covered landscaping, the operation of machinery and propagation and planting. The course lasted seven weeks, with one seven hour session each week. To date 118 offenders had enrolled, 61 had achieved City and Guilds Level 1 qualification, six had partially completed the qualification and 46 were currently studying.

An important element of the course was the emphasis on embedding basic skills of literacy and numeracy. Offenders taking part were very enthusiastic. They achieved work related qualifications, improved their basic skills and increased their self-esteem.

DPA unpaid work teams and Broomfield Hall, Derby College won the Butler Trust Education and Skills Training Award 2007.

Derbyshire

John was 21 years old and had been involved in crime since the age of 11. He had mild learning difficulties and a negative experience of school where he had been affected by bullying. He also had mental health problems associated with heavy drug and alcohol use. Since 2004 John had had nine orders, of which he had only completed one unpaid work order.

In December 2006 he was given a two year community order with six months ATR, three months curfew and a three year ASBO. Due to his previous non-compliance and offending the chances of him completing the order were in doubt.

The offender manager successfully put together a well coordinated package of interventions from the probation area and key partner agencies including psychological support, alcohol treatment and ETE work. The interventions were well managed and John had only one unacceptable absence in six months. He also completed both the ATR and curfew without any non-compliance. In addition the offender manager paid attention to his diversity needs in delivering offending behaviour work, for example altering the pace of delivery of the victim awareness module to meet John's learning ability and style.

Derbyshire

Mohammed challenged his offender manager, Sally, about her youth and the fact that she was not married, which she dealt with very well. He also excused his actions by quoting his religion and culture as allowing him to 'slap' his wife. The offender manager took the time to look more into Islamic culture and read some of the Koran. She also contacted an Imam to seek advice

about what she had read and had been told. This enabled her to challenge his attitude and his minimisation of the seriousness of what he was doing.

Leicester & Rutland

In Milton Keynes, a 38 year old offender was placed on an order with an activity requirement. During the interview with the B2E key worker it was discovered that his parents were profoundly deaf and since childhood he had communicated with them using sign language. The key worker contacted Buckinghamshire County Council and arranged for an interview and skills assessment. Arrangements were put in place to enable him to achieve a level three qualification in sign language. He was successful in achieving employment with the county council as a community support worker.

Thames Valley

In Bristol, Easton Learndirect Centre provided a service at weekends on probation premises. Offenders could undertake an assessment, 'brush-up' training, a practice test, and the on-line test all within a single day session. This enabled offenders in employment or with other weekday responsibilities to access skills for life provision and increase their opportunities for learning and skills development.

Avon & Somerset

Hampshire Probation Area had an innovative project that focused on promoting healthy lifestyles for offenders. A small number of ex-offenders provided an extensive range of health related training to support offenders through their orders. Two of the four ex-offenders who had completed the training programme were working towards a formal qualification. The health trainers aimed to promote healthy living and improve the offender's well being. This included help to find doctors, dentists and gym facilities. The project had supported over 100 offenders.

Hampshire

Rodney was released to the approved premises following a ten-year sentence for numerous drug offences. On release the offender manager involved Rodney in identifying key problem areas and setting realistic sentence objectives. The approach taken by the offender manager enabled Rodney to take some ownership of his behaviour. During the course of supervision Rodney was referred to a drug counselling agency and additional counselling services. To ensure he was appropriately supported the offender manager had arranged for mentor support to assist Rodney in accessing his drug service. At the four month stage there had been considerable progress and Rodney had remained drug-free throughout that entire period.

Kent

Andrea lived with her children, at some distance from her parents and other support networks. Assessment of her offending pattern showed a link between her offending and feelings of isolation. Andrea's offender manager worked jointly with health service staff to support a housing transfer application, but this was initially unsuccessful because of previous arrears. Her offender manager persisted, and negotiated a compromise with the housing department,

resulting in Andrea moving to suitable accommodation close to her family. Reducing her isolation meant that Andrea was less likely to reoffend in the future.

Surrey

Leo had been released on a three month young offender's licence following a short custodial sentence. Jean, Leo's offender manager, concentrated her efforts during the licence period on encouraging and supporting him to settle back into the community. Leo had attempted to gain employment through a job agency but as he did not have a bank account this had proved impossible. Jean showed tenacity and commitment by contacting a number of banks. As a result of her support, Leo was successful in obtaining a bank account and work. This built up his self-esteem and reduced his risk of reoffending.

Gloucestershire

London Probation had successfully implemented a group programme specifically designed for women. The programme was based on motivational techniques and had a focus on goal-setting and a vision of success that the women could identify with and work towards. It used a technique in which women looked at the problems of a 'make believe' group of five women whose profiles and experiences unfolded over successive weeks. During the programme the offenders considered the problems encountered by these women and how they went about solving them. Programmes such as Think First are built on the technique of teaching small steps time and time again until the offender is able to learn these by repetition. The programme for women employed a different model of change and used a learning style that research suggested better suited female offenders.

London

Ricky had a good level of literacy and numeracy, however due to recent mental health issues and other aspects of his history had been entirely removed from the world of work. The offender manager recognised his interest and motivation for music. A referral was accepted by ETE advisors even though he was beyond their threshold. Ricky found himself a manual job to gain income. However this was only temporary and the ETE advisor continued to work with him to help develop a plan for work in the music industry which was Ricky's long-term aim.

Warwickshire

Women residents at Crowley House were supported by a comprehensive range of constructive activity which was compulsory for those not in education or employment. The level of participation was high. Some activities focused on the need for residents to improve their self-esteem and some were about developing practical skills. There was an excellent range of provision for improving educational skills and developing job readiness through a job club. Women gained qualifications and employment and were better able to get on with their lives without reoffending.

West Midlands

Michael was serving a sentence of two years in prison. He was 23 and it was his third time inside. His family had washed their hands of him for bringing shame to their home. He had had a heroin problem but this time had accepted support inside to kick the habit. He was still isolated though and his offender manager, Sharon, was concerned that on release he would relapse. She referred him to Prison Link, a church-based partnership organisation that provided support to black or minority ethnic prisoners by helping them to reintegrate back into their community. They provided him with a mentor who visited Michael in prison and who was eventually able to broker the resumption of contact with his mother and sister. Michael was soon to be released from prison and would be visited by his mentor in the supported accommodation found for him through the scheme. The mentor would also support him in his plan to continue his education, started in prison, and to make contact with the local drugs team if he needed their assistance.

West Midlands

The Lloyds TSB Foundation 'Dark Horse' project was run by the YMCA in Consett. The programme paid offenders the minimum working wage from when they started the programme and for the first 16 weeks they were supported with basic, key and vocational skills training. They were then placed with suitable local employers for a ten week period to allow the employer to assess them for employment. After this period the employer was asked to pay them as an employee. From the first pilot programme ten of the 12 offenders who had started the course were employed by their placement employers. Funding had been received to provide a further 30 places over the next three years.

County Durham

Tom had a long history of offending and had previously been recalled to prison on a number of occasions for breach of licence conditions. He was currently being supervised through the PPO team. His offender manager and drug intervention worker visited him in custody shortly before his release on licence, holding a joint meeting with prison-based staff to confirm arrangements for release and ensure Tom understood the stringent conditions of his licence. On the day of his release, Tom was met at the prison gate by his drug intervention worker, who brought him to his appointment with his offender manager and then took him to obtain the prescription needed to manage his drug addiction. This intensive support, combined with an early meeting with the staff who would be working closely with him, was very effective in ensuring that Tom complied with his licence this time.

North Yorkshire

A number of the approved premises in West Yorkshire had developed a 'Tenancy programme' for offenders. The programme provided residents with skills in finding accommodation, financial budgeting, maintaining tenancies and independent living. Successful completion of the programme was recognised by private landlords and thus more offenders secured their own tenancies.

West Yorkshire

General Criterion 2.6: RESTRICTIVE INTERVENTIONS (Control)

Interventions are delivered to identified ends and to meet the requirements of the sentence: control.

Following a lengthy prison sentence for serious sexual offences, Charles (who posed a very high RoH) was successfully placed at a Langley House Trust facility prior to a planned transfer to approved premises in another area. Managed appropriately through MAPPA, there were specific additional conditions included in his post-release licence to reduce RoH to a minimum. These included notifying the offender manager of details of his car; and of any relationships with women, and reporting to hostel staff every two hours during the day. Despite strong resistance by Charles to his supervision, the offender manager worked hard to build a working relationship with him, and liaised effectively with all those involved in his case. Charles's placement in Lancashire was successfully concluded and transfer to another area went ahead as planned.

Lancashire

Paul was a young offender assessed as high RoH and a PPO subject to a licence. He was released to approved premises. He had a history of non-compliance and had previously been recalled from approved premises the first time he was released on the current licence. Paul was managed under a PPO scheme which provided an enhanced level of contact. This included home visits in the evenings and weekends to the approved premises by the offender supervisor and police officer. All restrictive interventions were managed and coordinated as part of the risk management plan and sentence plan. The objective was to reinforce the enhanced contact with the scheme and provide a clear message about boundaries and expectations additional to those given by his key worker in the approved premises.

Greater Manchester

David was aged 20 and had served a 16 month prison sentence for offences of theft. He had previous convictions for domestic violence. Although the current offences were not of a violent nature, the offender manager recognised the risk he presented in this respect. In preparation for his release, the offender manager held a three-way telephone call with David and his offender supervisor in the prison to identify the sentence plan objectives. The pre-release risk management plan incorporated restrictive licence conditions designed to control behaviour and prevent further offending. These included residence in approved premises, a curfew and regular drug testing.

The offender manager arranged for an enhanced level of contact from a range of workers including the police and the 'tracker' officers that helped to monitor David's behaviour and also assist him in reintegrating into the community.

David successfully completed his licence period, secured employment and had not been reconvicted of any further offences. He also undertook the CDVP on a voluntary basis. He continued to attend the group even after his licence period ended.

Thames Valley

Robert was released on licence to approved premises following a violent assault. Previous concerns around domestic violence and risks to his child were highlighted within the risk management plan. Good work by the offender manager, key worker and other professionals ensured alcohol and aggression issues were addressed, whilst Robert was enabled to start to re-develop a relationship with his partner and new baby. At the time of inspection and following a phased return to the family home, Robert had not re-offended and there had been no incidents involving alcohol or domestic violence. There were still a few months left until the end of the licence for monitoring and sustainability assessments.

Sussex

Staff in approved premises witnessed Daryl, a resident sex offender, having what he described as a 'cosy chat' with another resident. Staff relayed this information to the offender manager, who realised that such conversations had in the past formed part of Daryl's grooming techniques. The offender manager was enabled to challenge him about his behaviour and arranged with the hostel manager for it to be brought to the attention of all staff. No further incidents were reported.

Devon & Cornwall

Paulo's offending meant that he posed a high RoH to others. He had significant mental health difficulties and was subject to a community order with supervision and mental health treatment. From the start there was considerable communication between Paulo's offender manager and the mental health treatment provider making sure that everyone understood the requirements of the sentence. In addition to the care planning meetings, the mental health team staff, Paulo, and his offender manager met monthly to consider progress and any changes in risk factors, and to evaluate the work being achieved. When Paulo stopped complying with his sentence, his offender manager (as well as taking appropriate enforcement action) continued in contact with the mental health team to try and re-engage him, as keeping him linked with the mental health services he needed was the best way to protect the public.

Surrey

Keith had been released on licence following a custodial sentence. His licence conditions included residence at Ryecroft approved premises and a requirement to address his drug abuse. Shortly after his release, Ryecroft was evacuated due to the Gloucestershire floods and Keith was moved to a hostel in Bristol. During the period of the floods, Keith's drugs worker and his keyworker from Ryecroft visited him regularly. This supported him during a difficult period and assisted his smooth return to Ryecroft, ensuring continuity of supervision despite the floods.

Gloucestershire

Following a five year sentence for sexual offences, John was released on licence to approved premises. As he was in denial about the offences, he had not addressed his offending behaviour whilst in prison. His case had been well managed prior to release, with prison visits focused on giving information about the hostel and complementary role of the hostel keyworker. On release, the offender manager made regular visits to the hostel and started the work on challenging his offending behaviour. The persistence and skill of the offender manager helped John take responsibility for his behaviour and admit his offences. The hostel keyworker was able to give John additional support during this period. At the same time, work was taking place to relocate him back to his home area and prepare him for independent living by attendance at 'Living Here Moving On'. This work ensured that not only his offending behaviour was addressed but plans were in place to support him in the future.

Dyfed-Powys

Arthur was subject to supervision following breach of an earlier community order. He had committed sex offences in the past and continued to pose a Risk of Harm to others. He had initially refused to take part in any offence-focused work, but his offender manager seized the

opportunity of a change in Arthur's circumstances to encourage his engagement in some well chosen pieces of work. These interventions helped Arthur understand the triggers for his offending and become more aware of the impact on others. The offender manager worked closely with police colleagues, undertaking joint home visits. Local organisations were alerted appropriately to the risks Arthur posed to others and every reasonable action was taken to minimise his Risk of Harm.

South Yorkshire

General Criterion 2.7: DIVERSITY ISSUES

Full and proper attention is paid to diversity issues.

Essex had good systems for disseminating information to offenders in the reception areas of probation offices. Good-quality plasma screens displayed a well-designed presentation that provided clear information about activities available through the probation service, for example ETE. The information presented also reinforced the rules and responsibilities in supervision agreements and also included examples of work completed on community projects by offenders on unpaid work. The equipment was also used to promote topical themes; for example, during the week of the inspection, the display included information to promote diversity as part of 'Black History Month'.

Essex

Peter was a prisoner who was coming to the end of a two-year sentence imposed for offences of dishonesty. Peter had a severe visual impairment and this meant that he was unable to take part in the ETS programme in the prison. Peter had been allocated an offender supervisor in the prison in line with the offender management model. Prior to his release the offender supervisor worked with Peter's offender manager in the community to enable him to attend a one-to-one course on offending behaviour upon his release that would both meet Peter's criminogenic needs and take account of his disability. Such an approach demonstrated good offender management pre- and post-release that was sensitive to Peter's diverse needs.

Norfolk

Donna was required to attend the Think First programme, unfortunately there was no female-only group available. The offender manager discussed with her the implications of attending an all-male group and it was agreed she would attend. With Donna's consent the offender manager worked closely with programme tutors on the issues Donna might bring to the group relating to her sexuality and the potential for her to react aggressively to discriminatory language from the other participants in the group. By sharing this information with group tutors and demonstrating commitment to Donna by seeing her for weekly appointments to discuss the group, the offender manager successfully supported Donna through her attendance at the Think First programme.

Bedfordshire

Paul was identified by his offender manager as having literacy difficulties. With his agreement, the offender manager spoke to the accredited programme tutors informing them of his difficulties. The tutors adapted their facilitation methods to match Paul's learning styles and skills, which enabled him to attend and successfully complete the programme, whilst being fully supported and encouraged by his offender manager.

Suffolk

Robert was subject to a community order with a condition to attend the Think First programme. The offender manager checked out how he would feel if he were to be the only black participant in the group. He also offered to refer him to the mentoring scheme for black offenders to provide additional support and advice. Before the group was due to start, the offender manager found out from the tutors that the group profile was mixed in both gender and ethnic background and again he discussed this with Robert. The work showed good communication between workers and with the offender and a positive response to diversity.

Merseyside

Ms K had one conviction and this was for a serious burglary. The offence was linked to her drugs misuse and was the culmination of a traumatic period in her family. Her behaviour ran the risk of contributing to the breakdown of her family as well as increasing contact with the criminal justice system. Her community sentence had the purposes of punish, help and change. These were delivered through a package of interventions and completion of unpaid work. Ms K had childcare responsibilities and she lived in an area of the county that was not well served by transport services. Securing the motivation of Ms K to complete this work was crucial to the success of this sentence. The offender manager put considerable effort into ensuring that the arrangements for Ms K's reporting to interventions and unpaid work sessions were viable. Meeting these commitments was a considerable challenge for Ms K. The offender manager helped her problem-solve the practical difficulties and helped to maintain her motivation. This was possible because the offender manager had taken time to understand the practical and emotional issues impacting on Ms K and to set these in a context of diversity needs for the offender. Ms K had made substantial progress. Her drugs misuse and family relationship difficulties had shown clear signs of improvement.

Cumbria

The court had made John subject to a community order with Think First and unpaid work due to the seriousness of his offending. His offender manager was aware that literacy was a problem for John and could have got in the way of him successfully completing the requirements of his order. Without patronising him she worked around John's literacy problems using a more pictorial approach to generating discussion rather than written exercises. She also liaised with the unpaid work team to ensure that he was able to access basic skills provision for 20% of his hours.

Cheshire

Women who are offenders and who also use illegal drugs are judged, even by other offenders and drug users but who happen to be male, as 'bad' particularly if they have children. Criticism can be heard in the office waiting room; as a consequence women experience the extra barrier to accessing the treatment they need. Women drug users are also most likely to suffer from low self-esteem which is compounded by this prejudice; compliance is therefore less likely. In response the Nottingham Substance Misuse Team had established a women-only group where women were able to relax in the knowledge that they would not be judged and were therefore more likely to attend and benefit from this provision.

Nottinghamshire

The delivery of skills for life was responsive to a range of needs. Provision was available during evenings and weekends. Tuition was delivered on site at the approved premises and for those on unpaid work placements. When one offender was identified as dyslexic, arrangements were made for all documents to be printed in his preferred colour for reading. One offender was supported by an interpreter for his IAG interview. Volunteers were available to support offenders who needed specific one-to-one help in order to participate fully in ETE activities.

Northamptonshire

One of George's sentence plan objectives was to attend the LIAM programme. However, George was employed and the group only ran at times when he was at work. After obtaining George's consent, the offender manager liaised proactively with George's employer and helped ensure that the employer arranged George's work patterns around the programme, thus enabling George to attend both the group and maintain full employment, which was the wish of all parties involved.

Lincolnshire

Simon presented with a range of complex needs which were sensitively managed by Graham. The attention given to Simon's fragile emotional well-being was excellent. Given an established pattern of concerted self-harm and suicidal behaviours, Graham ensured that self-esteem issues were addressed in one-to-one work, but also in the practical arrangements for supervision, briefing colleagues about Simon's needs when he was required to be seen by them. Liaison with mental health services was also effective. The unique diversity needs of the case had remained in clear focus throughout.

Leicestershire & Rutland

Mohammed was visually impaired and had been ordered to attend an accredited programme. The OM and programme tutors discussed his disability with him to agree the most appropriate forms of support to make sure he was not disadvantaged and that he could maximise his learning from the programme. The pre programme evaluation measures were tape recorded. The OM was sensitive in how she delivered the pre programme sessions, using less written material and more discussion. The programme materials were produced in larger print and during the sessions the tutors gave additional time and support to Mohammed to check out his learning. The OM arranged transport to and from the group sessions and took Mohammed along to the pre-programme meeting to support him.

Thames Valley

Diversity issues were addressed in a timely and appropriate manner in a case of unpaid work. The offender's individual needs, in terms of childcare and travel, were recognised. He was placed at a Saturday project where there would be no adverse impact on his full-time college attendance. When the offender's partner became ill, and at times unable to look after the children alone, the offender manager offered to make childcare arrangements so as to enable the offender to continue with the order.

Dorset

Elijah had appeared before the court for an offence of excess alcohol and had been sentenced to 150 hours of unpaid work. The offender manager demonstrated her sensitivity to the concerns expressed by Elijah about the imminent birth of the couple's second baby. Their first child had died after two weeks and Elijah wanted to be close to home in order to respond to his partner's needs. A placement was therefore negotiated at a local charity shop within easy walking distance of Elijah's home. The placement also afforded additional flexibility as Elijah was able to arrange hours specific to his domestic situation. For example, while his partner was in hospital with the new baby he worked additional hours so he could be available for the homecoming. He successfully completed all 150 hours in little more than three months.

Dorset

Matt was a 36 year old black male who had been made the subject of a community order with supervision, unpaid work and attendance on the ETS programme. He had a complex history including previously being a victim of a racially motivated offence. The offender manager completed the sentence plan with Matt and they explored the impact that the racially motivated offence and other experiences of racism had had on him. In planning for attendance on the offending behaviour programme the offender manager and the tutors worked closely together to ensure that Matt would not be subjected to further racism from other group members.

Shortly after starting the group, the tutors became aware of Matt using racist attitudes and comments against himself. The tutors and offender manager carefully planned how to challenge this behaviour. In addition, the offender manager maintained weekly contact with Matt to ensure that he could practise putting into place the new skills he was learning, in order to change his attitudes about himself and how he thought other people saw him.

Hampshire

An offender reported that on the first day of attending for unpaid work he was impressed that the supervisor had information from his OASys assessment that indicated that he was a single parent of a child with a disability and had health problems of his own. The unpaid work staff put plans in place to manage these issues. He was allowed to leave his mobile phone on during unpaid work sessions so that he was easily contactable by the school and was provided with flexible working hours so that he could transport his child to and from school each day. Unpaid work supervisors were fully aware of the offender's own health issues and provided good support during each work session to accommodate these issues.

Hampshire

Hampshire Probation Area had secured national funding to deliver the Circles of Support and Accountability project that provided relapse prevention work to men who had sexually offended. This important aspect of the treatment of sex offenders was well developed and they had a sufficient number of volunteers working on the project. The project was further supported by having a SPO seconded as the project coordinator and providing the volunteers with access to counselling support to enable them to review their work and role.

Hampshire

Jane was convicted of driving with excess alcohol and sentenced to a 12 month suspended sentence order. Jane presented with a range of complex issues relating to severe mental health and chronic alcohol misuse. This impacted significantly on her ability to comply with the supervision requirement of her order. In engaging with Jane the offender manager arranged appointments early in the morning so that Jane could attend while still sober. In addition the offender manager contacted the community mental health team and undertook a joint home visit in order for a full assessment of her mental health needs to be undertaken.

Kent

Adam was on a community sentence which included supervision and attendance at IDAP. He had been bullied at school when he was a child, and had witnessed severe domestic abuse by his father against his mother. His experiences left him with problems communicating with others and his offender manager took great care to identify with Adam how he could engage with his sentence and participate in the IDAP group. Very specific, simple, sentence plan objectives were agreed with him, including tackling the preparatory work for the group programme, and programme tutors were alerted that he would need additional support in the group, given his own experiences as a victim and his general vulnerability. Sensitivity to Adam's needs meant that he was more likely to comply with the group programme, and his continued attendance meant that his partner was also protected through support from her women's safety worker.

Surrey

The programmes team had six women offenders sentenced to community orders with Think First programme requirements. Although the women were all at different stages in their sentences, plans were put in place to ensure that they were in the same group, so they were able to support each other throughout the programme and were not isolated as the only women in an otherwise all-male group.

Gloucestershire

Interpreters could be used for PSRs or the first appointment with an offender. There was, however, the facility to make telephone contact with the service in exceptional circumstances. Bernard was Polish and subject to a community order with an unpaid work requirement. Whilst his English was sufficient for him to understand work instructions and to get on well on site, it was not well developed and his offender manager, Stephen, did not speak Polish. Stephen had written to Bernard to tell him that he was in breach of his order and was due to appear in court. Bernard attended the office to ask for an explanation. He could not make his reason for absence clear so Stephen telephoned the interpretation service; they were able to have a three-way conversation that resulted in Bernard being able to prove that his recent absence was acceptable.

Wiltshire

G was affected by mental health problems which resulted from a serious violent offence committed against him at work. He found it hard to deal with stressful situations; his own offences resulted from an incident on public transport that escalated because of his inability to cope. The offender manager worked carefully with G to help him understand the consequences to others of his actions, whilst mental health services supported him through therapy and medication. G's faith and cultural heritage were important to him and his offender manager was able to use his own knowledge and understanding of these to help G cope with his difficulties and draw strength from them in times of crisis.

Despite the difficulties in getting G to understand the need to change his own thinking and behaviour if he was going to avoid further offending, his offender manager persisted in focusing on victim awareness work and protecting the community as well as meeting G's individual needs.

Six months into his community order, G was doing well. He had not reoffended, was keeping all appointments with his probation and mental health treatment provider, and was undertaking a college course to increase his chances of finding employment when his health improved.

London

Phil was released from custody after receiving a five year sentence for a wounding with intent offence. Phil fully accepted responsibility for the offence and the damage he had caused to his elderly victim. He was released on licence and started reporting to his offender manager on a weekly basis. On the day of release he returned to his home town and headed for the probation office. He found being out of prison and in a busy town disturbing and he experienced a panic attack. He went to the probation office at midday to find it busy and again this heightened his sense of panic. The offender manager noted his anxiety and spoke to Phil about his feelings. Phil recognised that after so long in prison, simply being in busy places was causing him to enter a state of panic. The offender manager agreed to alter his reporting time to 9.30am each week so that Phil could travel at times when transport would be less crowded and the probation office would not be as busy. This helped Phil tremendously and he established a frequent pattern of reporting with no absences. At the time of the inspection he was almost at the end of his licence but the offender manager and Phil continued to monitor the panic attacks and derive strategies to manage them. Phil continued to report weekly and gained full-time employment.

South Wales

Abdul, who had come to Wales as a refugee from a war zone, was serving a community sentence. An active assessment had been made of his diversity needs at the start of his sentence and plans put in place to meet those needs. Language issues were addressed initially through an interpreter and then by Abdul accessing an ESOL course to improve his skills. Cultural and religious needs were also taken into consideration by his offender manager in determining the best way to deliver interventions, particularly in respect of unpaid work. To reduce his social isolation and increase his integration into the community, Abdul was linked with the Welsh Refugee Council. Six months into his sentence, Abdul had complied fully with its demands and had been convicted of no further offences.

Gwent

There were some good examples of the Trust's response to the diverse needs of offenders. In one case, an employed offender failed to engage with the DRR, blaming his work commitments. The offender manager organised a meeting with the employer and the offender, which resulted in the offender being given an agreed day off work each week to attend a group work programme. In another case, an offender caring for his terminally ill mother was allowed to

provide medical certificates relating to relapses in her health to cover some absences. Both of these examples led to improved compliance and enabled the offenders to complete and benefit from the orders.

Dyfed-Powys

County Durham DAAT had secured funding from the national organisation Revolving Doors to develop a project to address the needs of women who had offended or were at risk of offending and who had alcohol misuse or low level mental health issues. The 'You Turn' Project was developed focusing on self-esteem and confidence building through training, peer mentoring and group work. The initial six-week module could be extended to include accredited training and volunteering. We saw this course being used and noted good levels of communication (as required by the offender management model) between the DAAT workers and offender managers, facilitated by the probation officer seconded to the DAAT.

County Durham

An offender manager completed pre-group work sessions with one offender and then had regular appointments with him (in excess of National Standards) to reinforce his learning and provide support. Through this, and her excellent liaison with interventions staff, problems in the offender's ability to take on board and retain information were highlighted. Following discussion with the SPO, the offender was taken off the group to be returned to complete it at a more appropriate point in his order. Subsequently the offender manager arranged one-to-one tuition with Your Place to undertake confidence building and improve literacy skills, so that he was able to engage fully in the group later.

Humberside

Jason was a 20 year-old offender who was on a community sentence that included supervision and attendance on an anger management programme. He had been bullied at school and found it difficult to openly discuss his feelings and emotions in the group, which was predominantly made up of older offenders. Jason was having difficulties attending the group and, as a result, was at risk of being breached. The programme tutor and offender manager met Jason to discuss the problems. As a result the remaining programme was delivered to Jason on a one-to-one basis. He successfully completed the programme and the order without any further difficulties.

West Yorkshire

Achievement and monitoring of outcomes

General Criterion 3.1: ACHIEVEMENT OF INITIAL OUTCOMES

Planned objectives are efficiently achieved.

Paul had a long history of offending, and mental health difficulties led to him self-harming when he faced problems in his life. His offender manager, a trainee PO, worked carefully to motivate and encourage him to complete his community order. Victim awareness work undertaken with him resulted in changes in his thinking and in his attitude to the victim. Although there were setbacks, Paul did not self-harm when faced with new challenges and he made significant changes to his lifestyle, including gaining employment. Early outcomes had been positive and he had complied fully with all the requirements of his sentence.

Hertfordshire

Sarah had an NVQ Level 3 in care, but was unable to achieve employment in the care sector because of the nature of her conviction. She was interested in mechanics and was placed in a mechanics workshop, where she worked well and developed substantial skills. Her employer was impressed with her work but could not afford to employ her. Suffolk Probation Area linked Sarah into New Deal, which resulted in her being placed on a mechanic's apprenticeship at a local college on day release as part of her continued employment with the company.

Suffolk

A church in Preston was being renovated with the assistance of offenders on an unpaid work sentence. The beneficiary was extremely positive about the work undertaken and its benefits for the faith community and the neighbourhood. Further major work was needed on the building and this was being put out to tender. As a result of his positive experience with the probation service and offenders, the beneficiary was insisting that the successful contractor employed a proportion of ex-offenders and those out of work, thus contributing to wider community reintegration in the town.

Lancashire

Lancashire Probation Area's Service User Forum had contributed to a DVD promoting the work of the probation service. *Positive about Probation* was professionally produced and involved offenders telling their own story of supervision and its positive impact on them. In addition, beneficiaries of unpaid work projects talked about the outcomes of work by offenders and showed how these were leading to increased skills and longer-term benefits to the offender and the community.

Lancashire

The probation area provided a number of high profile and award winning unpaid work projects, which visibly benefited communities in the Avon and Somerset area. One of these projects was on the SS Great Britain, a major tourist attraction, which was also used for educational activities for children. As well as contributing to local communities by providing 'payback' for their offending, several of those undertaking unpaid work had been able to improve their skills and subsequently obtain employment with the organisations providing the placements. There had been positive media attention to a variety of different projects, recognising the contribution made by offenders and the probation area to diverse groups in the community, including older people and children with particular needs.

Avon & Somerset

Tim was on licence following his prison sentence. He had very negative views about the criminal justice system and his offender manager realised that potentially he was going to be very challenging to work with. She worked hard to engage him and, despite his continued denial of responsibility for the offence, tackled victim awareness work with him, using a structured format identifying who was affected by offending and how. Against all odds, Tim responded well to this approach and his attitudes were beginning to change in a positive way. To date, he had complied with his licence.

Surrey

Terry had a history of violent offending and was sentenced to a community order with a requirement to attend the Aggression Replacement Therapy programme. Although he was an angry and immature young man with a lot of problems, the programmes team treated Terry as an adult. He responded well, to such an extent that his mother contacted the treatment manager and commented on how much more grown up he seemed. Subsequently Terry said that although he hadn't wanted to complete the programme, he was pleased to discover he was able to do so and it was the first he had ever completed.

Gloucestershire

Released from prison on licence following a long sentence for sexual offences against children, Paul was required to live in approved premises in a neighbouring area. His offender manager, Clare, had retained responsibility for the licence. She was alerted by premises staff that Paul had returned at curfew very intoxicated. Apart from breaching hostel rules she was concerned that alcohol had been a disinhibiting factor in his most recent offending. Following consultation with the approved premises team and with her line manager, she applied to the prison for an additional requirement in Paul's licence for an extra evening and weekend curfew to address his drinking in pubs. He understood that this was in response to his potential breach of hostel rules and relapse into offending and what the consequences for failure would be. As a result he complied with the new requirement and his behaviour in the approved premises had improved.

Wiltshire

The offender manager working with P recognised that financial pressures had been a trigger for his acquisitive offending. He helped P to obtain a birth certificate, which he needed to be able to register with an employment agency. He also supported the offender in making a successful application for money from the Sheriff's Fund, in order to purchase clothes. As a result of this work, the offender's financial pressures were reduced. Having previously been antagonistic towards probation, P developed a positive and constructive working relationship with his offender manager. He was attending all his appointments and had almost completed an accredited programme.

London

Colin had a long history of violent, drug related offending. He had never complied with an order or licence to date so the offender manager knew that it was going to be important to first of all get him on board with the changes he had already made and also to show to him continued progress so that he did not give up and return to drugs and therefore crime. The offender manager recognised the importance of measuring change and also in reinforcing new skills developed. She also recognised the role that evidencing or sustaining change could have in motivating an offender. She asked Colin to complete the OASys self-assessment questionnaire on release on licence, in which he recorded a few problems. She got him to repeat the questionnaire after four months and this showed to Colin that he had made progress in quite a few areas. Without this evidence Colin found it hard to see the progress he had made. The offender manager also completed the follow-up work for the offending behaviour programme Colin had undertaken in prison, four months after release. This included the completion of a review of his personal goals and reinforced some of the skills he had already learnt. She also

repeated some of the questionnaires used on the programme, working with Colin to look at how his thinking and attitudes had changed over time.

South Wales

In conjunction with local CDRPs offenders undertaking unpaid work had planted prickly bushes in areas where there had been problems of criminal damage and antisocial behaviour. This task known as *defensive planting*, combined with the work of other local initiatives, had contributed to a reduction in incidents. This was an example of how demonstrable benefits to the community could be achieved through partnership and the work of offenders.

Warwickshire

Seamus had a history of drug abuse over a number of years that had resulted in his children being taken into care and placed for adoption. He had drifted into a life of petty offending to fund his drug addiction. He was sentenced to a community order with DRR requirement for shoplifting. At the time of sentence he was living with a partner who was six months pregnant. His offender manager worked closely with partnership agencies and helped Seamus and his partner to be re-housed and to stabilise his life to a stage that he was providing negative drug tests. He completed the DRR successfully. The following was recorded on CRAMS: *"Seamus attended. He is feeling on top of the world. He said that he loves his new house and that his key worker at CRI has been fantastic and helped him so much. He said that he can't believe how getting arrested and this order have helped him to change his life. He has not used any substances and is concentrating on getting his house sorted out"*.

Teeside

In a PPO case, meaningful sentence plan objectives were set for the custodial element with a clear view of what could be achieved in prison and plans for the licence period. The offender manager and supervisor ensured access to offending behaviour work. The offender also gained employment in prison and achieved numeracy and literacy awards. On release the offender received at least four meaningful contacts per week and was given a weekly timetable of what to expect. An updated plan ensured that all his criminogenic needs were met and there was a sound balance between these and the control elements of his licence. Regular home visits, engagement with his mother, liaison with police regarding intelligence, as well as intelligent supervision all went towards the effective risk management of this case.

Humberside

Raj had previously been subject to three community sentences including unpaid work, an accredited programme and supervision. He had failed to comply with all of them and had been breached on five separate occasions. Raj's offender manager, Joe, realised that unless action was taken early on in the new order Raj was likely to fail to comply again. In planning for his induction with Raj, Joe read all previous reports including breach reports and contact logs. Joe used the information he had gained to encourage Raj to think about what would help him comply. The key issue that had led to previous failures was Raj's family commitments. It was agreed that Joe would undertake, with the help of an interpreter, a home visit to meet Raj's family. Joe was able to explain to Raj's parents the importance of their son complying with the court order and the likelihood of him receiving a prison sentence if he was breached again. Raj's family agreed to support him and continued to do so throughout his sentence which he completed successfully without any further problems.

West Yorkshire

The Making Safe project had recently won the prestigious Butler Trust Award. The project originated in Scarborough and was being rolled out across the county. The Butler Trust Citation said: *"Making Safe is an exciting multi-agency project supporting victims of domestic abuse to remain safe in their homes while challenging the perpetrators abusive behaviour and encouraging them to seek alternative ways of resolving conflict. All contributing agencies including probation, police, Crown Prosecution Service, court services and housing providers have the overarching aim of public protection. Family life is not disrupted, children can remain at their schools and the offender can remain in employment, where appropriate. Initial evaluation shows a remarkably low 10.8% reoffending rate by offenders compared to a national figure of 47%"*.

North Yorkshire

General Criterion 3.2: SUSTAINABILITY OF PROGRESS

Results are capable of being sustained between different phases of a sentence and beyond the end of supervision.

Elliot was a young offender who had served successive short sentences in a matter of months and who was regularly breached for non-compliance. His offender manager demonstrated a significant degree of empathy in her work with Elliot. She fully appreciated that his chaotic lifestyle and sense of self-destruction hindered her ability to engage him in focused interventions, particularly when his basic survival needs could not be met. She tried to build upon his short periods in custody to link him with services in the community and liaised well with a range of other agencies. Elliot moved out of the area shortly after his release to appropriate accommodation initially with his father, thereby avoiding his negative peer group. The offender manager had since contacted his supervisor to learn that Elliot had made significant progress, having secured both work and independent accommodation.

Suffolk

Geoff had been released on licence after serving a long prison sentence. While in prison he had completed numerous training courses including two accredited programmes. He had gained certificates in alcohol awareness, credits in social and life skills and practical qualifications related to first aid, manual handling and cleaning operators' proficiency. Geoff and the offender manager built on his achievements in prison through the sentence plan. Since his release he had gained further qualifications in fork lift truck driving and completed over half of the Think First accredited programme. The offender manager has received positive feedback about Geoff's participation. Geoff had been successful in gaining employment.

Greater Manchester

With a severe alcohol problem at the time of sentence Michael had never held a job down. In his time at HMYOI Glen Parva he was given the opportunity to do catering work and finally found something that he thought he could do. His offender manager Kiran built on this by referring him to Apex on release. They were able to arrange employment as a trainee in a hotel and also to provide him with a grant for the equipment he needed. At the end of his licence there was every indication that Michael was establishing himself as a useful member of society.

Leicestershire & Rutland

Andrew was in his early thirties. His 46 previous offences were drug-related, leading to offences of robbery and attempted robbery and a five year prison sentence. The offender manager recognised the challenge of breaking what appeared to be a very entrenched pattern of behaviour and the importance of motivating the offender to make the most of the fresh start offered post-release. She quickly established supportive relationships with drug and employment specialists close to the offender's home. She monitored and encouraged the progress that led to successful completion of the licence. Recognising the danger that when supervision ended the progress could be undermined by a sudden withdrawal of support, she arranged for the partner agencies to continue their positive work with the offender. He reported that he had found supervision very helpful and had not reoffended at the time of the inspection.

Avon & Somerset

Wayne was a participant on the ASRO programme. He was 35 years old and had been using drugs since his early teens. He left the army in 1994 and began to get into trouble through drinking and fighting. He had been introduced to heroin in prison and continued his addiction after release.

He was diagnosed with PTSD as a result of his experiences in the army. His offender manager researched PTSD on the internet. She photocopied all the resources for Wayne and also set up a resource folder for other staff in the office to access.

Wayne gave his offender manager permission to refer him to a specialist PTSD support service and, at the time of the inspection, they were due to visit him.

Devon & Cornwall

Simon had both emotional and physical problems, including muscle spasms, and his offender manager quickly realised that he was vulnerable to discrimination by others. He wanted to find employment so she referred him to a partner agency to assist him with interviewing skills, particularly in relation to disclosing his convictions in full. Appropriate advice was given to him, and Simon was successful in his job search. He appreciated this assistance which reinforced his motivation to complete his sentence and contributed to his reintegration into the community.

Surrey

Sally had been on probation for over a year and was coming to the end of her order. As a teenager she had been addicted to class A drugs, started offending and had been excluded from school. Early in her order, at the suggestion of her PO, she joined a numeracy and literacy class provided by a local college on probation premises. This was not part of her order. Her studies were interrupted when she became pregnant, but soon after she had the baby she returned to the class. It became clear to her community link workers that Sally had much potential but was worried about the prospect of joining a vocational course at a local college. The workers responded by explaining carefully what it would involve and giving advice on childcare and references. Sally was accompanied to the college for admission tests and enrolment. Because the college hours clashed with her literacy and numeracy classes at probation, her workers arranged for Sally to attend a class in the community. She had

ambitious but realistic plans for future study and employment and had nothing but praise for the support she had received from her link workers.

West Mercia

Phil was supervised by a probation officer in the gangs unit with assistance from the police. Initially distrustful, it was impressive that after six months he was asking for help to relocate and to change his lifestyle. He had also agreed to meet with a member of the mediation team to look at ways of addressing a particular issue of conflict with his cousin, who was a member of another gang. The potential outcome of this conflict, if the mediation were not to work, could be extremely serious and possibly fatal. The offender manager's open, thoughtful and considered approach had succeeded in causing a very entrenched individual to look more broadly at his situation and to consider options for the future.

West Midlands

John's violent offending was linked to his use of alcohol and attendance at football matches. His sentence plan clearly identified the actions he needed to take to stop offending, for instance changing his reactions to conflict. John's offender manager had taken care to find out how he learned new skills most effectively and had tailored her work with him accordingly, using practical scenarios to follow up the learning from his group programme. John used his new skills to good effect when facing potentially violent situations and was also avoiding the town centre on football match days. Case reviews clearly identified the progress he was making.

South Yorkshire

Despite a number of acceptable absences, for which there was documentary evidence, Dan completed his 120 hours order and filled in an offender exit questionnaire. Dan reported that he had developed new skills around time keeping, decorating and working in a team. He had also attained paid employment during his period on unpaid work, and adjustments to his unpaid work day had been made to enable him to take up the paid work. Dan said in reflecting on his time on unpaid work: *"I have worked with Allan on various jobs and it has been a great pleasure to have worked with a good supervisor and a good team of people"*.

West Yorkshire

An offender with a long history of offending and alcohol misuse, coupled with dyslexia and mental health issues, had breached his antisocial behaviour order by harassing his neighbours. He received a community order with an alcohol treatment requirement. He completed 12 sessions at the Cambridge Centre for alcohol treatment, by the end of which he showed an increased understanding of alcohol issues and had become abstinent. He was then referred to York College and had diagnostic screenings for skills and learning difficulties. This work enabled him to gain level 1 and 2 awards in numeracy and literacy. These developments underpinned progress in his mental health difficulties, and the improvements in his lifestyle and behaviour enabled him to keep his accommodation. The MAPPA review showed that the RoH posed by this offender had been significantly reduced.

North Yorkshire

Leadership and strategic management

General Criterion 4.1: LEADERSHIP AND PLANNING

There is active leadership in the implementation of national policies via local policies and procedures which are regularly monitored and reviewed, through proactive planning with other key agencies, and by promoting the diversity agenda.

The area had a very clear planning framework underpinned by a comprehensive performance management information system. Details of the area's performance were made available to all managers in the organisation on a monthly basis. The CO ensured that once the information had been distributed he wrote to all managers with a summary of his views on performance. This included observations about areas for improvement but, equally importantly, he acknowledged and praised good performance. This meant that managers were clear about levels of performance required and were appropriately motivated.

Bedfordshire

The area had invested to promote diversity. It worked collaboratively with other criminal justice agencies under the auspices of a local CRE to carry out consultation about their work as required by the Race Relations (Amendment) Act (2000). This same group also engaged with 'Connecting Communities', an approach to the recruitment of black and minority ethnic staff. At the centre of the area's work was a diversity manager who found and disseminated information about resources for all minority offenders as well as engaging with community groups and developing policies to support staff.

Cheshire

There were strong local links between the probation, police and prison services as well as the unitary authority and county CDRPs. One consequence was that when an adult male offender was given a prison sentence every effort was made to transfer him to HMP Risley, where all three agencies could keep in touch with him and plan for release. This approach was not limited to PPOs, but included other offenders as well.

Cheshire

Since 2004 the Cumbria Probation Area has adopted an additional tier of local planning. The Excellence Plan runs on a two-year cycle and overlays the annual business plan arrangements. The plan takes a broader perspective on external and internal developments and attempts to set the activity in the current year in a longer-term framework of organisational development. The desired outcome from this work was to assist the organisation to produce steady, year on year, improvements in performance or quality of service delivery. Also, to position the organisation favourably to respond to challenges in a rapidly evolving criminal justice business environment.

Cumbria

The Cumbria Criminal Justice Board, at the suggestion of the Cumbria Probation Area established an offender manager sub-group to widen the focus of Board work from pre-conviction processes to 'whole system' arrangements for managing offenders. The sub-group had commissioned work, using the NOMS framework, to develop a process map for the end to

end arrangements of offender management. The map located the work in the context of the external environment and encompassed issues such as building public confidence and addressing media concerns.

The Board planned to use the map as a planning tool to identify whole system implications of new developments and to address inter-agency approaches to performance management. The map had enjoyed strong multi-agency support and its initial practical use had been in respect of identifying the implications of conditional cautioning and the speedy summary justice pilot.

Cumbria

The area had produced a 'top tips' checklist for offender managers. This was a user-friendly document based on the principles of effective management of Risk of Harm. It highlighted the importance of OASys, of planning to manage Risk of Harm, implementing the requirements of the sentence, and of using enforcement where necessary. Offender managers were reminded that 'it's good to talk' to managers and colleagues.

Northamptonshire

Bench Chairs played a role in deciding upon topics for presentation at the annual sentencer conferences, in order that issues of concern to sentencers, which may not have been as apparent to probation staff, were addressed. At a recent conference, sentencers identified intoxicated women who were violent in public places as an important issue. In a joint presentation with the Police Intelligence Department, the area was able to report back to sentencers on this issue, including the use of CCTV footage of violent incidents, to reassure that there was no hard evidence to underpin what was at the time a focus of the media (the 'ladettes' phenomenon). There was substantial feedback from sentencers that they had found this exercise very valuable and may have overestimated the level of violence used by some women.

Lincolnshire

The LCJB had used Home Office funding to set up a 'Victim Panel', which was piloted in 2005. All panel members had been the victims of serious offences and members of the panel sat on the MAPPA SMB to provide a valuable victim's perspective on the management of high-risk offenders. The area had shown strong commitment to the pilot and had provided shadowing opportunities for panel members to engender an insight into offender management. Consequently, members had a broad understanding of the work of the area. They had regular meetings with other agencies within the criminal justice system and had been involved in the production of the area's 'victim awareness pack'. The panel had also produced a DVD 'Changing Attitudes' which was designed for the LCJB to use as a training resource.

Lincolnshire

A jointly funded communications manager worked three days each week for the area and two days on secondment for the LCJB. She had improved the quality of publications, including the LCJB website, and managed the area's media relations both defensively in reputational terms and proactively in placing positive items about the service in the local press and on the radio. An area communication plan was in place to reflect activities to support delivery of the business plan. The manager was also responsible for facilitating the introduction of 'Local Crime,

Community Sentence', an educational project to raise awareness of community sentences, run jointly by probation staff and magistrates.

Lincolnshire

A rich and impressive approach to promoting diversity was outlined in the Race Equality Scheme which also addressed other aspects of diversity. It was clear that there was a deep history of engaging with the diverse needs of communities, staff and offenders. This was demonstrated by a range of consultation events with communities and sometimes with other agencies. It was also seen in the depth of staff's understanding of the need to promote diversity which showed in the quality of offender management. Leicester probably had the most ethnically diverse population in Britain and all partners responded to this positively. Reflecting that the county had other aspects of diversity, the area had also retained a probation office in Rutland, against the trend and in order to demonstrate this commitment.

Leicestershire & Rutland

The senior management team launched a visibility drive in relation to unpaid work. They arranged for the Lord Chief Justice, Lord Phillips, to participate 'under cover' with offenders in an unpaid work session. This attracted positive media publicity and resulted in raising public awareness of the value of unpaid work as an effective community sentence.

Thames Valley

To broaden community engagement, the senior management team prioritised the implementation of the LCCS project. The aim was to improve public confidence in sentencing and raise awareness of the effectiveness of community sentences. The project was piloted in Oxfordshire in September 2006 and it had since rolled out across the area. A team of 50 presenters had been trained and they had presented to over 500 people in the local communities. The LCCS annual awards event took place in November 2006 and the local coordinator, a magistrate and a trainer won the award for their 'behind the scenes support for the project.'

Thames Valley

The area identified that offenders on DRR cases that went into breach were often unsuitable for a number of other requirements that would normally be made following a breach hearing. For example, many of these offenders were medically unfit for unpaid work or had such unstable accommodation that a curfew was inappropriate. For these reasons, probation staff had fewer options when making applications to court to make a DRR more onerous. This had led to most DRR cases that went into breach for the first time simply being sentenced to an extension of the requirement.

The area proposed a new specified activity requirement, 'Motivation for Compliance', as a punishment for breach in DRR cases that would promote the offender's positive re-engagement during the remainder of the order and avoid extending the length of the DRR where it was not necessary.

Sussex

A large proportion of offenders in Wiltshire lived in rural parts of the county, with poor public transport connections to centres of population where accredited programmes took place. Taxis were used routinely to provide transport as the only practical method of many being able to access these requirements. In addition there was some flexibility for others to use taxis, e.g. those whose work commitments would otherwise prove an insurmountable barrier and those who normally relied on their own transport but whose current conviction had led to a driving ban.

Wiltshire

Case administrators across the county met quarterly at performance improvement meetings to review how processes could be improved to support effective offender management. The meetings were chaired by the area manager and seen as a critical forum for sharing ideas and ensuring that concerns were fed to senior management. As an outcome from these meetings the process of setting reminders for offender managers to complete review assessments and sentence plans in line with minimum requirements had been established in some parts of the county and plans were in place to standardise this in all offices.

Staffordshire

FareShare South Yorkshire was a food collection and distribution charity that collected surplus fresh food from local supermarkets and delivered it to local community groups in need. These included needle exchange points, homelessness shelters, women's refuges and after school clubs for children. Contracted by South Yorkshire Probation Area to provide unpaid work placements, it offered a variety of work to meet individual needs, enabling offenders to gain qualifications in forklift truck driving, health and safety, and food hygiene. Along with the local unpaid work team, FareShare won a special merit award in the annual awards scheme for 2008 run by the Howard League for Penal Reform.

South Yorkshire

North Yorkshire's PROMS was designed to be a single reference point where staff could easily access all of the information they needed in order to undertake their work in a consistent, professional and competent manner. The area had maximised staff involvement in its design to promote use of the facility. All managers were trained in process management principles and a conference helped to cement the relationship between process owners and process managers.

Organisational processes were mapped in workshops that involved all grades of staff. A process definition form enabled a common language and definitions to be used. The process maps provided easy links to relevant probation circulars, national standards, policies and other documentation. Thus, the facility provided a 'one-stop shop' for these activities.

North Yorkshire

General Criterion 4.3: RESOURCE DEPLOYMENT

There is a strategic approach to deploying resources to deliver effective performance and support diversity initiatives and there are positive indications in relation to value for money.

In St Helens nominated probation representatives attended weekly meetings at the FCIU and communicated relevant information to offender managers. In addition, every Monday the unit

sent the probation office details of all call outs which were cross-referenced with IAPS and the details of known cases passed to offender managers.

Merseyside

The CJC was a pioneering approach to sentencing in North Liverpool. A single Judge heard the cases sitting as both a district Judge and a circuit Judge; the court could also be convened as a Youth Court. Based on a scheme in New York, it housed a courtroom around which representatives from police, probation, youth services and advice providers were located. Each morning a pre-court planning meeting was held to discuss the status of all cases on the court list. In addition, when required, a problem-solving meeting, involving all relevant agencies, the offender and their solicitor was convened at the court site to discuss the offender's circumstances and create a package of services which was presented to inform the Judge's sentencing. Staff at the centre also engaged with the local community, responding to crime related matters of concern. The centre was a positive innovative development and was subject to ongoing independent evaluation.

Merseyside

A recent innovation led by the Chief Executive aimed to raise the profile of the work of the Trust and attract future staff, particularly Welsh speakers. It resourced a competition within schools asking children and young people to produce art work, stories or pictures reflecting '*Helping a Friend Out of Trouble*'. It had attracted 110 entries and the Chief Executive had established a panel to select the top three. A range of schools, including Welsh speaking schools, public schools and the Pupil Referral Units, had been invited to enter the competition to attract a diverse range of entries. All entrants were to receive a certificate to recognise their contribution and the top three entrants would be awarded a prize.

Dyfed-Powys

Staff in one of the offender management units had developed a series of workbooks on victim awareness, alcohol and domestic abuse. They were developing others on self-esteem, gambling and work pre- and post- *Think First*. The exercises in the books were delivered to groups of four to eight offenders by two members of staff. Attendance at these groups was high and allowed for constructive intervention to take place even if a particular offender manager was on leave.

West Midlands

NPA's senior management addressed the issue of timely preparation of PSRs on remanded defendants by locating a PO into HMP Durham dedicated to preparing reports for courts in Northumbria. This improved both the timeliness of reports and the quality of information available to the court.

Northumbria

The Trust had invested in a case administrator role to support each offender management cluster. They took responsibility for checking daily on the completion of a number of key targets, e.g. basic skills screenings and reviews. They also worked proactively to support offender management with prisons. Their roles supported the work of the cluster; the case

administrators we met had a 'can do' attitude that ensured that anything they 'could do' would get done.

Humberside

General Criterion 4.4: WORKFORCE PLANNING AND DEVELOPMENT

Workforce planning and development leads to a good match between staff profile and service delivery requirements. Relevant diversity legislation is observed in staff recruitment and deployment.

Essex Probation Area supported the effective delivery of an accredited programme by a non-sighted tutor. The area involved Access to Work and the HR department to respond to the specific needs of the tutor. This resulted in the tutor using an audio taped version of the programme manual and cue cards and more recently the worksheets were being produced in Braille.

Essex

The area recruited a considerable number of staff, many of whom had different roles and responsibilities. All these staff required an induction to the organisation both in terms of the specific requirements of the job and general information about processes and procedures. A need was also identified for new staff to learn about the purpose and culture of the organisation. In view of this the area had set up a monthly five day induction programme held at Head Office for all new staff before they took up post. The programme included information about computer systems, personnel issues and details of organisational structure. Equally importantly the induction also included meeting the CO and others who were able to explain in detail what the organisation was hoping to achieve. This induction process meant that all staff were given consistent information about what was expected of them, enabled them to meet colleagues from other offices and were given a clear description of the values and priorities of the area.

Norfolk

The area had produced a workforce plan for 2006/2007. It was an overarching document which integrated an analysis of the present staffing group, profiles and trends, including diversity aspects, with learning and development. It summarised the challenges that faced GMPA based on the current workforce profile and finished with an action plan which was dependent to some extent on enhanced monitoring of information. It brought together all the different strands of HR management strategically to enable GMPA to manage now and in the future its most valuable resource – people.

Greater Manchester

A comprehensive RoH training programme was developed based on the package produced by DeMontfort University. PSO offender managers received four days' training and POs and SPOs two days. Two divisional office managers adapted the DeMontfort material and developed a one-day training course to match the work of admin staff in supporting offender managers. Scenarios were used which were based on actual events. An extract from the HMI Probation Review on the Anthony Rice case was included as an example of where admin errors had contributed to the tragic outcome. The training was inclusive, emphasising the important contribution of admin staff to one of the main purposes of the organisation which was to protect the public.

Derbyshire

One of the area managers delivered supervision to the middle managers through a combination of group and individual sessions.

The content of the group sessions was a mix of training and problem solving and the topics were directly influenced by staff needs. Examples of the group sessions included: dealing with difficult behaviour; change management and leadership styles. In one session, the staff assessed their own leadership style and gave feedback to each other to promote a positive leadership culture.

Feedback had been positive and managers found that they learnt from each other even though they were in different disciplines.

Hampshire

There was a staff development hour at the same time each week when offices were meant to close their doors and to switch off their phones so that staff could participate. We found that most staff did actually engage with this and appreciated that time was being made available to them as workers to reflect. The quality of the content could vary but we heard of the following usages of the time: to ensure that all staff could discuss a new procedure; imaginative use of the time by invitations to speakers from a local mental health team to address common concerns.

Wiltshire

General Criterion 4.5: REVIEW AND EVALUATION

Outcomes of interventions are assessed and reviewed using available data.

Lancashire was seeking to improve the number of those successfully completing their community orders. It had developed a Service User Forum where those under supervision could be consulted about plans. They were asked for suggestions about what would assist people complying with their orders. One suggestion was using text messaging to remind offenders about their appointments. This was piloted with offenders on DRRs and resulted in a considerable improvement in attendance during the project. Lancashire and Blackburn DATs had agreed to fund the text messaging service for their areas during 2006/2007.

Lancashire

The area made sophisticated use of data from OASys to create detailed reports about work with offenders. In this way they were able to address individual performance, e.g. in PSR proposals, and also to generate data to make decisions about resource allocation into interventions. This was undertaken by the Performance and Quality Assurance Unit and underpinned by an effective project management approach to policy development which ensured that recommendations for improvement were followed through.

Cheshire

The ROSE project was a multi-agency approach to dealing intensively with the most disruptive PPOs in Northamptonshire. The agencies involved included probation, police, prisons, housing providers, employment agencies and drug treatment providers. The project had been subject to

evaluation by the Northamptonshire CDRPs; participation in drug treatment by PPOs had increased and the number of arrests of these individuals fell by 68% in the six-month period following their engagement with the project. It was calculated that over a six-month period there was a potential saving to society of £400,000. The project had received an award from the LCJB.

Northamptonshire

In an exit questionnaire completed by an offender, a suggestion was made that offenders should be shown how to use power tools during the course of the induction session. This suggestion was taken up by the unpaid work unit who realised that this would be a good use of part of the induction session as it would set the offenders up for work the next day.

Dorset

The Trust combined its launch with the opening of the latest public exhibition of offenders' artwork, entitled '*From Shades of Grey to the Colour of Flowers*'. This social event at the Neville Gallery in Llanelli was opened by the Lord Lieutenant of Dyfed and was attended by the High Sheriffs of Dyfed and Powys, civic dignitaries, staff, partnership organisations, offenders and their friends and families. It was a highly visible celebration of the achievement of the Trust and of offenders on DRRs, promoting confidence in local criminal justice.

Dyfed-Powys

General Criterion 4.6: COMMISSIONING OF SERVICES

There is efficient provision of effective services to support offender management outcomes and to ensure equal access to provision for offenders.

ETE managers liaised well with external partners to support the development of vocational training and the provision of advice and guidance to offenders. Recent work with Jobcentre Plus to identify current skills needs, local economic developments and employment opportunities had been used well to select occupational areas for the vocational tasters and short courses. For example, fork-lift truck training was available to provide offenders with marketable skills in a region where distribution had been identified as a growth industry.

Essex

To help unemployed offenders the area had an innovative and effective partnership with a voluntary agency, Leicestershire Cares, who arranged two-week work placements for offenders with a participating company. During this period they received mentoring from an employee of the company who had volunteered for the role. Those completing the placement were guaranteed a reference from the company, and offered a second placement elsewhere. In the year since its inception approximately half of those placed had found employment.

Leicestershire & Rutland

Using OASys data and feedback from staff, the area had identified a high need for alcohol services to support effective offender management. Although its preference was to commission services from a single provider for the whole Avon and Somerset area, Best Value was provided through separate contracts with five locally-based organisations, thus ensuring that offenders in

more remote parts of the area had equal access to provision. This was an excellent example of using in-house research to inform development of services.

Avon & Somerset

The probation area had an agreement with HMP Gloucester to ensure that offenders, following sentence, were held at the local prison for up to four weeks. This provided the offender manager with sufficient time to interview the offender in custody and to complete the initial supervision plan before the inmate was moved within the prison system.

Gloucestershire

It was recognised that alcohol misuse was more prevalent as a factor linked to offending than illegal drug misuse. This is not uncommon but, as there are no centrally provided funds, areas and their Primary Care Trusts often make no provision. Wiltshire had invested in services to address alcohol misuse at two levels. There was one alcohol treatment provider for people with a serious alcohol problem that was linked to their offending. She undertook counselling herself and also referred to community provision, e.g. for detoxification or longer term work. Alcohol Education was also available in the SaRCs as a five session intervention for people whose problem was less acute or chronic. Both earned praise from offender managers and we saw evidence on file of their success.

Wiltshire

New Start was a joint initiative between Gwent Probation Area, A4E (a work-based learning company) and Jobcentre Plus for offenders living in three particular localities. The project had been set up to tackle the poor retention rates for offenders on the Gateway to Work programme which was part of New Deal. Offenders were at risk of failing to complete their programme because of the need to fit in with its mandatory requirements and also the requirements of their sentence. Offenders attended a three-way interview with A4E and probation staff and their needs were carefully assessed. Their programme was then arranged around their needs, and the requirements of New Deal and their sentence. Over half of the offenders on the New Start programme had accessed employment or moved on to further training. For example, one offender had successfully completed a basic skills intervention and the DRR of her sentence, and through New Start was able to access a work placement in a prestigious retail company. This had resulted in an increase in her confidence and her belief in her ability to make positive changes in her life.

Gwent

There were some creative partnerships developed through local commissioning. One was with SIREN, which operated as a business, making a range of wooden products from toys to furniture. The project had a commission from the Prince of Wales' Highgrove estate to make wooden bird feeders and other products. During 2007/2008, four offenders referred to the project completed their placements and went on to gain permanent employment. In a partnership with BCTV, offenders on unpaid work were involved in conservation projects where they undertook activities such as dry stone walling, land reclamation, and improving access to the countryside. Some offenders stayed on as volunteers with the project after their unpaid work hours had been completed.

Dyfed-Powys

The regional sex offender unit was managed by the area on behalf of the region and also had a service level agreement to provide places on its programme for offenders in a Welsh area. This provision had been evaluated nationally and it was found that there had been a significant reduction in reconviction amongst those undertaking the sex offender programme as against those who had not. The unit provided a range of direct work with offenders, as well as an advice service for a church in the region. In partnership with the NSPCC, it also offered a service to assist the partners of sex offenders to recognise risk factors. A consultancy service was available to offender managers working with offenders considered unsuitable for the group work programme, including males under the age of 21 and females.

West Midlands

Engaging with users was a clear priority for the area. Despite having no prison in North Wales the area had sought to establish a relationship with HMP Altcourse, where a number of North Wales offenders were being held. As part of this relationship the area had actively supported the development of a Prison Service User Group to capture views on how to improve the interface between prison and the community. Senior management represented the area on the user group and practice issues that arose from the group were fed back to area staff to improve service delivery. The initiative was commended by NOMS as good practice in effective offender engagement.

North Wales

There was a recently agreed alcohol strategy that was comprehensive and used local OASys data and international research to support planning. Resources combined in-house commissioning with a partnership approach. The range of interventions was impressive, including medical and behavioural approaches, e.g. the use of COVAID, a specialist group work programme. We found many examples of the good use of this appropriate range of provision.

Humberside

North Yorkshire probation and police recognised that the best way of reducing PPO offending in their area was for the two organisations to work together to a common purpose. Thus, the Spotlight project was developed in 2006 to embody this philosophy. The project took account of the size and diversity of North Yorkshire and of the priority crime targets outlined in the CDRP strategic plans for 2008–2011. The services of three police constables and three probation service officers were brought together to work solely with PPOs. The project was managed within the boundaries of the three police area command units. The Spotlight team used a keyworking approach to coordinate a range of services for PPOs.

North Yorkshire