

Good Practice Examples

*Good Practice Examples from the reports published as part of
HMI Probation's Offender Management Inspection 2 programme.*

2009-2012

Please note that all names have been amended.

November 2012

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1. ASSESSMENT AND SENTENCE PLANNING

1.1 General Criterion: PREPARING FOR SENTENCE
High quality reports are produced to inform sentencing.

The Problem Solving Court was a Community Safety Initiative which targeted offenders who were assessed as a medium or high risk of reoffending and who had more than two offending-related problems. Once sentenced, the supervising offender manager prepared progress reports and the offender was set new goals for the next five weeks. Nick appeared in Court for the offence of theft. He was assessed by a dedicated offender manager, a multi-agency meeting was held in advance of the hearing. The meeting looked at the factors linked to Nick's offending and put in place a plan to address the issues. This approach effectively held Nick to account and during six months of supervision he stopped using heroin and all other drugs after 22 years of dependency. The frequency of his offending also significantly reduced.

Cheshire

Paul was known by his offender manager to have Asperger's Syndrome and so struggled to articulate his thoughts and feelings; his health problems were exacerbated by excess use of alcohol. Paul was pursued by a group of men and eventually sought refuge in a fast food restaurant. The attending police officer sought to assist him but Paul became agitated to the point that he was arrested for a public order offence. Upon notification of his arrest, his offender manager liaised with police to explain that his health condition made him vulnerable and to advise that he was in need of an 'appropriate adult'. At his subsequent court appearance, on hearing evidence jointly from his offender manager and the electronic tagging service provider, the court decided to discontinue matters.

Devon & Cornwall

Sheila, a woman with a history of multiple minor offences, was charged with an offence of robbery which was so serious that the court indicated that custody was inevitable. The offender manager produced a comprehensive report outlining what could be achieved during a well structured prison sentence and identified an outline sentence plan with relevant objectives. The offender manager maintained good contact with Sheila through letters and visits and ensured that the work was carried out by the prison based offender supervisors, as well as liaising with community based providers in preparation for her eventual release.

Leicestershire & Rutland

An 'Interventions help line' had been set up. This was a single contact point for all interventions referral and advice. Court staff could ring the helpline and talk over

possible sentencing options prior to sentence. They could also phone the helpline for unpaid work attendance figures and induction instructions if needed.

Surrey & Sussex

1.2 General Criterion: ASSESSMENT AND PLANNING TO MINIMISE RISK OF HARM TO OTHERS
RoH is assessed sufficiently well. Plans are made to keep to a minimum the individual's RoH.

Paul was a 62 year old sex offender who was assessed as posing a high *RoH*. He had been released to the approved premises on licence and he was without community links or family support. His offender manager referred him to 'Circles of Support and Accountability', a Home Office approved intervention. This service involved a group of volunteers working together to provide a 'circle' of support for isolated individuals such as Paul. With these workers Paul could share and discuss sensitive issues relating to his sexuality and offending. The levels of contact and acceptance provided by this service assisted Paul's reintegration into the community and contributed to improved levels of engagement. They continued to support him beyond his statutory licence period, thus maintaining continuing oversight of his *RoH*.

When John received an IPP sentence for sex offences against a child, he was allocated a new offender manager. This worker gathered all the appropriate information and evidence to underpin a thorough analysis of the *RoH* posed by John. His previous offending history showed a lengthy violent and sexual offending history against both adults and children of both genders. When completing the start of custody OASys, the offender manager detailed the serious *RoH* posed by John to members of the public and children and young people (including grooming and manipulating younger prisoners). This led to excellent communication between the offender supervisor and the offender manager. Despite there being some months before his parole hearing, the offender manager ensured that work had begun with John, to reduce the potential serious *RoH* he may pose in the community.

Cumbria

As a consequence of Matthew's unwillingness to cooperate with his licence conditions and his continued threats to his original victim, the offender manager arranged to collect him from custody on his day of release and take him to the approved premises where he was to live. The offender manager was accompanied by her line manager for risk management purposes, and arranged back-up from the police vulnerability unit in a marked police car. This combination of actions was designed to show Matthew that he would be not only supported by his offender manager, but also closely monitored because of the high *Risk of Harm* he posed to others.

Durham Tees Valley

Agreement had been reached with the key agencies involved in MAPPA to establish an information exchange meeting for all MAPPA Level 1 and potential Level 2 cases. This was a good use of resources to ensure a thorough first assessment and contributed to defensible decision making.

Essex

Nigel was released on a 32 month licence having spent a similar time in custody for sexual offences against a family member. The offender manager built up a picture of Nigel's offending and his connections with other offenders and victims of sexual offences. In order to share her intelligence, she made a referral through the Common Assessment Framework. This led to the police Public Protection Unit drawing up a "genogram" of Nigel's links and relationships which included over 60 people. Eleven were either convicted of sexual offences or suspected of such offences. There were a large number of victims of these offences as well as potential victims. Undertaking this work highlighted that there were six social workers and offender managers from across the North West working with the offenders or victims. The initial investigative approach of the offender manager led to identification of a potential network, a coordinated response from all the agencies and in turn better child protection and public protection arrangements were put in place to manage risk to victims.

Lancashire

Chico was an 18 year old on a short licence for robbery. When evidence of his involvement in gang activity emerged in supervision his offender manager shared this with the liaison police officer; this resulted in intelligence coming back from the police that Chico had been arrested for harassment. At this point the offender manager reassessed the case, raised his indicated RoSH level and updated the risk management plan with additional actions. She also challenged him about this behaviour and referred him to the Pathways project, which aimed to help young men disassociate from gang activity. This occurred near the end of the licence period but the offender manager made sure that the Pathways worker was introduced before it finished. The worker had continued to work with Chico, visiting him in college to support him staying in education. The Pathways worker continued to liaise with the police.

London

Sean had been on remand for multiple sexual offences against children. His offender manager had visited him twice during preparation of the PSR, on the second occasion sharing with him her draft report, her concerns about the *RoH* he posed to others, and how she proposed the risk be addressed. Sean is now serving a custodial sentence and the offender manager has attended sentence planning meetings and liaised regularly with the prison offender supervisor. This

transparent and inclusive approach in which Sean was involved in the management of the risk he posed had led to agreement and progress on realistic and achievable sentence plan objectives.

Nottinghamshire

Jim, aged 20, was serving a custodial sentence for a violent offence. Previous records implied that Jim had been diagnosed with schizophrenia, but the new offender manager had not seen written evidence. He was concerned that undue emphasis might have been placed on a historic 'diagnosis', and been an obstacle to fully understanding the nature of the violent behaviour. The offender manager arranged for a psychiatric assessment. A formal diagnosis indicated that Jim had a personality disorder which would not significantly impair his ability to reason and to make rational choices. This enabled the offender manager to devise a sentence plan which incorporated appropriate support and addressed Jim's offending behaviour.

Wiltshire

Prior to Graham's release from custody, an anonymous telephone call was received by the police informing them that he had made threats to kill his ex-partner (the victim of his offence) when he was released. The case was immediately referred to MAPPA, and plans for his release revised. He was placed in an approved premises where restrictive conditions were imposed on him, including signing on at two hourly intervals in order to protect and minimise any risk to his victim. Having completed the Thinking Skills Programme and the core SOTP in custody, the offender manager decided that the best way to enhance progress and address Graham's offending needs was for him to complete domestic violence work on a one-to-one basis. Graham received highly structured sessions focused on victims' issues, which the offender manager had adapted to take account of Graham's emotional well-being, resistance and learning style. Because of the progress he made, and the assessment that his *RoH* had reduced, Graham was able to move out of the hostel to live in accommodation found by a housing provider.

York & North Yorkshire

1.3 General Criterion: ASSESSMENT AND PLANNING TO REDUCE THE LIKELIHOOD OF REOFFENDING
The LoR is assessed sufficiently well. Plans address offending related factors needs to reduce the LoR.

Michael was made subject to a community order following his conviction for drug-related offences. When writing the sentence plan, the case manager had worked very hard to make it clear who would be doing what on each objective. The first objective was about reduction in drug misuse and the link between drug use and offending behaviour. In the actions section of the plan the case manager had broken this overarching goal down into much smaller goals under headings that specified what was expected of the offender, case manager and the providers of drug treatment. All parties were consequentially very clear about the objectives of supervision and this increased the likelihood of success in reducing Michael's drug-related offending.

Avon & Somerset

One offender manager had devised her own pro forma to help with sentence planning and review with offenders. It was outcome-focused and covered points such as "what will I [the offender] be doing differently if I have achieved my goal; how hard will it be for me to achieve it; what will be the costs of not achieving my goal, and the benefits of achieving it". This was a simple but effective way of engaging offenders in thinking about their sentence plan, and a good way to help them measure their progress.

Derbyshire

Jamal was released following a custodial sentence for a serious violent offence. Whilst in custody he successfully applied for a job. As part of his new job he was required to attend a two week training event in a hotel some distance away. As Jamal was subject to 7pm-7am curfew, the offender manager requested a variation in order to facilitate Jamal attending the course. Employment was a key risk factor and it was assessed that this job would greatly reduce his risk of reoffending. The offender manager successfully negotiated with the employer to fund daily travel rather than overnight accommodation and convinced the prison of the importance of the course in relation to preventing further offending. The prison allowed the variation to the curfew and Jamal was able to attend. At the time of the inspection he was in full-time work with the company and had been promoted. He had not reoffended.

Lancashire

Craig received a sentence of imprisonment for an offence of robbery. He had learning disabilities and following concerns about his mental health was ordered to stay in a secure hospital. His offender manager worked closely with health professionals to coordinate the work undertaken by each agency. She undertook regular hospital visits, including attendance at some ward rounds. In turn, hospital staff escorted Craig to his probation appointments where work was undertaken to tackle his offending. This approach meant that both his health needs and *RoH* were attended to, in a coordinated and complementary way. Craig was making good progress and there had been no further offending to date.

Merseyside

An initial assessment of Mike's LoR revealed some undefined learning needs. A referral to the ETE advisor was made. However, so as not to delay sentence planning work pending relevant ETE interventions, the offender manager administered both 'hidden traits' and 'learning styles' questionnaires at induction. Understanding that Mike's learning style was practical/visual she was able to use appropriate methods, including resources such as pictures/cartoons, to facilitate Mike's involvement in the development of his sentence plan objectives. This led to a meaningful plan with which Mike fully engaged.

Warwickshire

Ian, aged 43, had been convicted of assaulting his wife and son and, although these were his first convictions, he was assessed as high RoSH. Ian was drinking heavily and was being treated by his doctor for depression. The offender manager decided that it was vital to achieve progress with Ian's misuse of alcohol and his depression before he would be ready to look in-depth at his use of aggression within the home. Ian was subject to a community order with an ATR. He responded well to treatment and decided to abstain from alcohol. The offender manager addressed mental health concerns by encouraging Ian to spend more time on his hobbies and interests. At the time of the inspection, Ian was still abstinent and there had been no reports of further domestic abuse. The use of positive goals concerning his lifestyle and abstinence from alcohol meant that he was then able to look at his domestic violence behaviour.

West Yorkshire

The Trust had an accreditation scheme for staff completing assessments. Managers countersigned all OASys based assessments by offender managers until he or she was accredited. Accreditation involved a regular review of a sample of assessments over a period of six months. When staff were routinely attaining the required standard they were asked to submit two assessments for formal accreditation. Following accreditation, only high risk cases and requests for exemptions required management countersigning. If standards dropped then

offender managers could lose their accreditation and start the process again, with management support.

Wiltshire

1.4 General Criterion: ASSESSMENT AND PLANNING FOR OFFENDER ENGAGEMENT

Individual diversity needs are taken fully into account at the earliest opportunity. Plans are put in place to minimise the impact of potential obstacles to engagement.

Andrew was identified as vulnerable and suffered from low self-esteem which made him likely to offend. His offender manager discovered that Andrew had aspirations to improve his education and she saw this as a way of boosting his confidence and self-esteem. She referred him to an employment and training officer who carried out a number of assessments and, with support and practical help, Andrew applied to study a psychology course with the Open University. As a result, his self-esteem rose considerably and he was considered less likely to reoffend.

Avon & Somerset

Nick was a 21 year old who was being supervised on a community order after an offence of affray. He was homeless and had a chaotic lifestyle. This was made worse by his drug misuse and by his lack of effective community support. Nick was facing breach proceedings for non-attendance at his probation appointments. He expressed a desire to change but felt overwhelmed with his problems. His offender manager successfully applied for a place at an approved premise. This was to put some structure into his Nick's life, in order that his escalating *Risk of Harm* to self and others could be managed, and to create the basis for achieving positive change.

Cumbria

Ian had a long history of offending, mainly connected with his use of drugs. Identified as a PPO, he was well known to local police and regularly received short prison sentences. His offender manager had known him for many years and, despite setbacks, had persisted in trying to find ways to support Ian's efforts to change. He knew that Ian was very interested in history so lent him a book about World War Two, which looked at how soldiers tackled difficult situations. Ian's offender manager used discussion about the book's content as a way of encouraging Ian to think about victims, respect for others and the impact of one person's actions on others - for good or ill. Ian was able to use his new understanding to help him cope better with the demands of daily life and the case had a very positive outcome. There were no further convictions during his time on licence and he no longer appeared in police intelligence reports. This was an excellent example of finding a way to engage a persistent offender and build on his interests to increase his motivation to change.

Derbyshire

Stephen received a lengthy custodial sentence for a first conviction of possession with intent to supply Class A drugs. Upon his release, the offender manager tailored a victim-focused sentence plan that was appropriate to Stephen's needs. One well written objective in the sentence plan said: "*My offender manager will deliver the induction module of the citizenship programme at a level, style and pace to ensure my understanding and achievement of the learning objectives*". The offender manager then put this approach into practice in the way she managed Stephen's licence, reinforcing key learning appropriately.

Durham Tees Valley

Staff in the Intensive Alternative to Custody project recognised the importance of newly sentenced offenders 'buying-in' to the intensive community orders, which required offenders to sustain high levels of contact and of motivation. They had therefore created a video to show at induction meetings. This video was made in part by offenders currently on the project, who spoke about their own experiences of its demands and their views about the project. The multi-agency staff had found that seeing people in similar circumstances to themselves on the video was an encouragement to those who were newly sentenced, so the video was a helpful way of engaging positively with these young offenders.

Greater Manchester

The *Stepping Stones to Success* sentence planning tool was used in this case to ensure that the offender was involved in agreeing objectives which he could then use to measure his own progress. The tool was used again, where necessary, at various points between reviews to re-engage the offender and to try to motivate him towards positive outcomes. The offender was clear from the outset what was expected of him and was regularly reminded of the work he had agreed to complete.

Hertfordshire

David's *RoH*, *LoR* and ability to engage were strongly linked to homelessness, emotional instability and substance use. The offender manager instigated plans for him to go to an approved premise on release from custody, which was met with reluctance from David. The offender manager and a prospective key worker from the hostel visited him in custody and clearly explained the reason for the referral; the rules involved and also described the plans for move on after the licence ended. The offender responded positively to efforts made by the offender manager to involve him in plans for his release and for the first time in ten years he engaged with probation and showed motivation both to comply and to attempt to achieve change in the factors related to his offending. David's *RoH*, *LoR* and ability to engage were strongly linked to homelessness, emotional instability and substance use. The offender manager instigated plans for him to go to an

approved premise on release from custody, which was met with reluctance from David. The offender manager and a prospective key worker from the hostel visited him in custody and clearly explained the reason for the referral; the rules involved and also described the plans for move on after the licence ended. The offender responded positively to efforts made by the offender manager to involve him in plans for his release and for the first time in ten years he engaged with probation and showed motivation both to comply and to attempt to achieve change in the factors related to his offending.

Lancashire

Amanda received a community order for an offence of theft. During the assessment it became clear that she was also a victim of domestic abuse. Alongside the statutory requirement to attend a women's offending behaviour programme, the offender manager made referral to a voluntary programme for women suffering domestic abuse. The offender manager arranged for childcare for the two youngest children while the programmes were completed. Amanda completed both programmes, had left the abusive relationship and is now supporting other women on the offending behaviour programme who are also victims of domestic abuse.

Leicestershire & Rutland

David, a former soldier suffering from Post Traumatic Stress Disorder, had been in prison for an offence of violence. The offender manager helped him to make contact with Combat Stress, a military charity specialising in the care of veterans' mental health. This support would remain in place once contact with the Probation Trust had ended. It allowed the offender manager to focus on addressing David's behaviour, in particular domestic abuse. When she noticed how David raised his voice to a social worker in the presence of his partner, she invited him to think about what it felt like when he was spoken to in this way. He talked of not having appreciated what this could do to others, and what it did to his partner. This new awareness helped him to change the way he viewed his relationships, and control the way that he spoke with his partner and other people.

Merseyside

Rob had a history of disruptive and violent behaviour linked to mental health problems. During his prison sentence he refused to engage in any work on his offending behaviour and regularly walked out of sentence planning and review meetings. Because of the *RoH* he posed, Rob needed to live at approved premises on release so that his behaviour could be monitored and managed, but he was very resistant to this. His offender manager realised that Rob was better able to express himself through writing rather than in face-to-face meetings, so he wrote

very regularly to Rob, who replied in detail about what was worrying him. Over time, he became more receptive to the work people were trying to do with him and accepted that he needed to go to approved premises on release. Rob's behaviour in prison improved as did his relationship with probation staff and police. This case showed the importance of engaging with an offender in a way that was meaningful for him, in order to have some impact on his behaviour and effectively manage the *RoH* he posed.

South Yorkshire

One licence case was a particularly good example of quality liaison between the offender manager and other agencies to ensure the plan was appropriate, actively delivered and meaningful to the offender. The offender manager had arranged monthly three-way meetings between herself, the offender and the mental health worker to ensure progress was made and the plan was active and deliverable.

Suffolk

A quality information, advice and guidance service was available to all offenders, whether they were employed or unemployed. Staff were well qualified and skilled at working with offenders. A thorough, detailed assessment of individual needs took place and link advisors were effective at giving offenders the confidence to talk freely about potential barriers to learning. They had good local knowledge, which they used well in guiding offenders to employment opportunities. Link advisors were also skilled at using a variety of external agencies to help tailor support and the type of provision to meet individual offender's needs.

Thames Valley

For repeat drink driving, Marian received a suspended sentence which included supervision, as well as the completion of a drink impaired drivers programme. Marian lived in a rural area and cared for her terminally ill mother. Arrangements were made for her to attend the programme around her caring commitments and the availability of public transport. Many of the individual meetings with Marian's offender manager took place at home. These actions to address Marian's individual needs helped her to do well on the programme and avoid further offending.

Wales

Ian was sentenced to two months at a YOI after his refusal to comply with community orders, for offences of cannabis cultivation. Upon release, on notice of supervision, his offender manager used the 'Stepping Stones' approach to

re-engage Ian. Starting with the self-assessment questionnaire Ian had completed at the end of the community order, Ian was encouraged to set sentence plan goals. His offender manager helped him to mould his aspirations into manageable short objectives relevant to his offending-related needs. The offender manager noted Ian's difficulties with learning; he suffered from Attention Deficit Disorder and his basic skills were poor. To maximise Ian's capacity to benefit from supervision the offender manager used short focused discussion methods. Ian engaged positively, kept all his post-release appointments and achieved his sentence plan objectives; in particular, he could acknowledge the negative impact of illegal drugs in society. There had been no further offending.

Warwickshire

Roman had been in a prison that was too far away for regular visits. However, his offender manager wrote letters to him, which were supportive, motivating, and, importantly, regular. This had a very positive effect on Roman's confidence and trust in his offender manager and meant that, on release, he was much more open to discussing his problems and participating in activities designed to help him stop offending.

West Mercia

John was released on licence following his breach of a 'sexual offences prevention order'. He had a history of non-compliance and resistance to engagement on previous orders. John's offender manager used the sentence planning 'web' to explore with him the priority areas to be addressed throughout his licence. This was a real collaborative approach to drawing up a plan for John to achieve the goals he identified were important for him to stop offending. John generally attended appointments as required, and it was noted his general engagement and compliance had improved compared with previous orders.

York & North Yorkshire

2. IMPLEMENTATION OF INTERVENTIONS

2.1 General Criterion: DELIVERING THE SENTENCE PLAN (INCLUDING THE PUNISH PURPOSE)
Interventions are delivered sufficiently well.

David was subject to a community order that included a requirement to complete unpaid work. In the past, David had struggled to maintain his motivation to comply with his community supervision obligations. His offender manager used the weekly feedback report from unpaid work staff to monitor his progress. If David's score on the feedback report indicated that his performance was dropping below what was expected, she instructed David to report to her (in excess of the national standard) in order to discuss the concerns. This was an excellent way of monitoring and motivating the offender and ensured that the requirements of the community order were completed successfully.

Avon & Somerset

Adrian was serving a custodial sentence and had a history of violent and dishonesty offences mainly related to drug and alcohol abuse. He had been diagnosed as having severe mental health problems, including drug induced psychosis. He struggled to cope without intensive support. While he was in custody there was excellent communication between the offender manager, prison-based colleagues, and the PPO scheme, to ensure Adrian had access to mental health and substance misuse services.

On release from custody Adrian was closely monitored through the PPO scheme. He was supported through a community based project that provided help for people with substance-related problems and another worker helped secure supported accommodation. Mental health services were also heavily involved with him. The support Adrian received, which was well coordinated by his offender manager, enabled him to resettle into the community effectively and he was de-registered as a PPO in recognition of his improved ability to cope without offending.

Cambridgeshire

Keith was a high *RoH* offender who was released on licence to approved premises in another Probation Trust almost 90 miles away. The offender manager made effective use of video-link conferencing backed up by visits to the approved premises when time allowed. This ensured ongoing contact with the offender and staff at the approved premises. The use of video conferences ensured that Keith and staff at the approved premises were actively involved sentence planning.

Cheshire

Induction to unpaid work ('Community Payback') lasted a full day, rather than the half day more commonly found. The trust had specifically introduced this longer session to ensure that offenders were better prepared for the requirements of unpaid work, and had found that more were complying with their sentence as a result. As part of their induction, offenders prepared a portfolio of their learning about health and safety. This covered situations they might meet on the worksite and gave them certificated evidence of their learning, which they could use in future employment. One of the workshops produced high quality garden furniture, and pictures of the finished products were shown at induction to help offenders see what they could achieve and how the community could benefit from their unpaid work. These were good examples of preparing offenders well for their sentence, motivating them, and providing them with evidence of their learning about health and safety before they started their reparation to the community.

Derbyshire

The induction programme for offenders was impressive. It included an essential skills assessment and dyslexia screening by staff from a local college and also involved Nacro. Access to accommodation was provided, where necessary, through a housing organisation. The area had invested significantly in health trainers, some of whom were ex-offenders, who gave practical advice on a number of headings. This service was well received by offenders and staff alike.

Jimmy was convicted of fly tipping. He was made subject to an unpaid work order and its placement involved clearing the site used by fly tippers.

Hampshire

Adam had been convicted of assault involving domestic abuse. Whilst waiting for an IDAP to commence, the offender manager sought advice on preparing Adam for the programme. The offender manager delivered effective one-to-one work focusing on managing emotions, techniques of dealing with anger and exploring the roots of Adam's attitude to violence within the home.

Leicestershire & Rutland

A drop-in centre for PPOs had been established in Skegness to provide constructive enhanced levels of contact. It involved partnership workers who provided help with drugs issues, ETE and accommodation. Probation and police staff were also involved. Offenders were able to stay for up to three hours at the centre which provided a useful way of engaging with those who lacked motivation to attend formal partnership interviews. One example concerned B who was

homeless. She was given practical help and advice by the Lincolnshire Action Trust worker at the centre who accompanied her to the council housing department and continued to help her with applications and viewings until she finally found suitable accommodation.

Lincolnshire

When Stephen began missing appointments on his unpaid work order, his offender manager tried to encourage him into the office to discuss compliance. He failed to respond, therefore formal action was required. The offender manager recommended to the breach court that a curfew should be added just for the nights preceding his unpaid work sessions. This was to try and ensure Stephen had a good night's sleep before the sessions, as tiredness had previously been cited as a reason for failing to attend his appointments. This demonstrated a creative use of curfew to assist motivation.

Northumbria

One offender manager enhanced joint working practices between Suffolk Probation Area and the police through her proactive approach. She was working with the police Public Protection Unit and after each session with the offender she copied her contact log entry to the police officer. This not only helped the police keep up to date with progress but also was useful in gathering intelligence.

Suffolk

Offender managers, offender supervisors and case administrators had regular meetings to discuss individual cases every four to six weeks. If there were any actions for a particular case they were recorded on the contact log for the offender. Sometimes this would involve case administrators undertaking regular checks with the police domestic violence unit and children's services whilst at other times it enabled leave and cover arrangements to be planned.

Wiltshire

**2.2 General Criterion: DELIVERING RESTRICTIVE INTERVENTIONS
(THE CONTROL PURPOSE OF THE SENTENCE PLAN)
*All reasonable action is taken to keep to a minimum the
individual's RoH.***

Ian was serving a prison sentence for a serious assault. The victim of the assault had not responded to the VLO's attempts to contact them. Ian's offender manager was so concerned about the case and the victim's safety that he managed to contact the police officer who had previously had considerable contact with the victim and asked him to persuade the victim to accept the formal contact. This resulted in important information being shared with the VLO and contributed to the effective management of *RoH* in this case.

Avon & Somerset

Larry had a previous history of domestic abuse and had been remanded in custody for a further serious assault on his partner. At the point of sentence he was released immediately on licence from court. The case was referred quickly and appropriately to be dealt with through MAPPA. The offender manager managed to secure additional licence conditions to minimise the RoSH to others including a move to approved premises. When Larry failed to comply with licence conditions he was promptly recalled.

Alan, a registered sex offender, telephoned his offender manager to disclose that he had started a new relationship. The offender manager clearly informed Alan of the conditions of his licence and promptly arranged to meet the new partner. The meeting with the new partner was used to disclose the details of Alan's offence and outline the consequences of entering into a relationship. The necessary checks were made to the local children's services and the new partner advised of the support services that were available to her.

Bedfordshire

David was subject to a community order with an IDAP requirement, having assaulted his former partner. He was also excluded from entering his partner's address. His offender manager strongly suspected that David was breaching the exclusion so, through the MARAC meeting, requested that health visitors who were attending the partner's house contacted the local area police if they saw him in the house. It was agreed that the local police would then notify the offender manager immediately so she could take appropriate action. David did break the exclusion requirement very shortly afterwards and the offender manager started breach proceedings quickly. Throughout the case, the offender manager maintained a high level of liaison with all agencies involved with the offender and

the victim, showing excellent anticipation and response to an increased *Risk of Harm* to his victim.

Cambridgeshire

Mark was a 20 year old who received a custodial sentence for a violent stabbing offence. He would normally have been managed at Level 1 MAPPA. However, the offender manager requested a MAPPA Level 2 consideration, as her investigation into Mark's past behaviour raised concerns about his potential for further serious violence. Through liaison with the police, it became apparent that Mark posed a significant *RoH*. The offender manager ensured that the licence had stringent conditions so that Mark's *RoH* was monitored. He fully complied with his licence requirements and had not reoffended.

Wes had been sentenced to a short prison sentence for continued breach of an antisocial behaviour order, and was released on a three month licence. He had a lengthy history of violence and substance misuse and had shown himself to be obstructive and challenging towards previous offender managers. His new offender manager determined that approved premises would be the most appropriate way of managing his chaotic behaviour and transient lifestyle and motivated him to use this three months positively. Wes arrived at the approved premises and, against all expectations, engaged positively with both his supervising officer and key worker. They worked closely together to motivate and encourage him to change his attitudes and lifestyle. He was given every encouragement by staff. He complied with the approved premises programme and this led to him being offered move on accommodation. All professionals involved with him commented on his substantial progress, which was in part down to the consistently positive attitude of his workers and their reinforcement of the changes he was making.

Cumbria

Luke exhibited a range of complex needs: he had committed sexual offences, he had severe mental health needs and an immune system deficiency. He received a suspended sentence with a residence requirement to allow his *RoH* to be managed and to support his needs in the community. A place in approved premises was secured and a full risk assessment was carried out, including an assessment of Luke's health needs, which resulted in a number of health and safety measures being put in place for staff and residents. Unfortunately Luke became the subject of some bullying from other residents. Luke's offender manager encouraged participation from his social worker, who specialised in working with individuals with immune deficiencies. She attended all MAPPA meetings and she provided updates to hostel staff on Luke's blood count in response to medication. Hostel staff worked with Luke to promote a regime in

which he could regularly take his medication and his health improved. Moreover, with the continued support of all workers, Luke's self-esteem increased and there was a reduction in bullying.

Brendan, who had been homeless, was placed in supported accommodation. His support worker noted he was being visited by a female and shared this information with Brendan's offender manager. It transpired that Brendan had retained contact with his partner, who had been a victim of his domestic abuse and burglary. In doing so he was knowingly breaching a Prohibited Activity requirement. As well as challenging Brendan directly, the offender manager immediately notified children's social care services as there were also child protection concerns; this led to a multi-agency child protection conference. The offender manager also shared concerns with IDAP tutors and the women's safety worker about the *Risk of Harm* Brendan posed to his former partner. He was promptly returned to court for breach of his sentence. The offender manager recommended a curfew requirement be added to the current order at the supported accommodation as an additional control measure noting that Brendan remained engaged with his supervision and IDAP.

Devon & Cornwall

Stuart received a prison sentence for rape of a 14 year old girl. Upon release on extended licence, he undertook the Citizenship programme designed for sex offenders. This included putting together a detailed family tree of his extended family. His offender manager then contacted the relevant social services departments where young family members under the age of 18 were living. Joint meetings were held with Stuart's family to ensure they knew about his offence and that he should not have unsupervised contact with children and young people. At the time of the inspection, Stuart was complying with his licence and had moved into independent accommodation.

Durham Tees Valley

This offender, aged 36, had been a long term drug user and prolific offender. Attending the Bridge Project entailed seeing his drug worker, attending educational classes, reporting to the police three or four times per week and membership of a gym. This all gave a focus to his life. He was supported by a volunteer mentor and was being trained himself to be a mentor. This wide range of interventions, support and guidance had helped him change his life after many wasted years.

Essex

Michael was undertaking a community order for an offence of damage to property. During meetings with his offender manager, Michael disclosed information that led his offender manager to believe that further offending against vulnerable adults may be taking place. His offender manager took swift action, including referring the case to MAPPA and taking Michael's order back to court. The court added a requirement to the community order to include residence at approved premises in order to manage the *RoH* posed. Whilst there, Michael was subject to additional restrictions on his activities, such as regular reporting to the approved premises staff every few hours during the day to reduce any opportunity to reoffend. This was a good example of the offender manager responding well to potential changes in the nature of *RoH* and of approved premises being used appropriately to control that harm.

Gloucestershire

Ronan had committed arson. Multi-agency discussions took place to decide what work was needed to protect family members. His offender manager and members of the Fire and Rescue Service visited Ronan's family to discuss safety measures and then ensured that appropriate smoke alarms were fitted. Alongside this, Ronan's offender manager completed offence-focused work with him using photographs of fire incidents, to bring home to him the possibly fatal consequences of arson. Visits to the family home continued, to monitor the family's safety. At the time of the inspection, Ronan had an increased understanding of the harm posed by his reckless actions and he had not reoffended.

Greater Manchester

This victim of domestic violence had been in contact with the VLO for two years. Whilst the offender was in custody, she had received threats from his family and friends, which she disclosed to the worker and, with the worker's encouragement, reported to the police. Physical support, such as different door locks, house alarms and a personal alarm were then provided. Her continuing residence at the former family home was far from ideal and she was helped by both the VLO and the police to negotiate a move to a new flat under the same housing association.

Hertfordshire

Darren had a lengthy history of offending linked to chaotic long-term drug use, and was being supervised by the IOM team. There were child protection concerns in relation to his six children. All workers had known him for a long time, and this consistency and support was crucial in supporting his application for residential treatment to address continuing homelessness and drug use. His offender manager arranged to keep in contact with him whilst he was out of the area, principally by letter and phone.

Darren had survived a difficult treatment period and had been resident in first and second phase treatment for six months. He had received continuing contact from all his workers in Hull, including social workers, drug workers and police, and this had been crucial in reinforcing his motivation. His offender manager supported his return home and application for housing, and was applying for an extension of the supervision period to complete outstanding unpaid work hours to assist his reintegration. His progress had been used by police in publicity to demonstrate the potential and effectiveness of high quality multi-agency cooperation.

Adam had a history of drug and alcohol misuse that had led to violent and acquisitive offending. He had been managed as a PPO for some years, by an IOM Team that included probation staff, police officers, and a Drug Intervention Programme. There was good communication between all those agencies involved in the management of the case, including good management oversight. Motivational work undertaken by the IOM team and the delivery of interventions to address his substance misuse and unemployment resulted in no further convictions for acquisitive crime. In view of his progress, it was agreed to remove him from the PPO scheme.

Humberside

Simon had previously provided evidence in order to assist successful prosecutions against gang members and there was also evidence of him being the victim of an assault, perpetrated by a gang member who was also under supervision. The offender manager regularly liaised with the police to assist in the identification of any future potential threats to Simon's safety. He also liaised with colleagues to ensure that appointments for this offender and the gang member who had assaulted him were planned so they did not meet when reporting to the office. The offender manager was proactive and shared relevant information regarding potential risks to Simon's safety with local housing providers and the police in order to ensure swift relocation when required and continued management of potential risks to his safety.

Lancashire

Andrew was released on licence to reside in the approved premises following offences of violence against a former partner. Following consultation with the VLO, a non-contact condition had been placed on the licence. Andrew had numerous welfare issues and was placed on regular checks by the approved premises to ensure his well-being. Through effective co-working with the police, intelligence was gathered that the non-contact condition had been breached. Once the facts had been established the recall was managed swiftly and effectively.

Leicestershire & Rutland

Without the benefit of a PSR an SSO, including a curfew requirement, was made on Bill who had a history of violence towards his mother and siblings. The offender manager identified the potential problems immediately and applied for the curfew requirement to be removed. Whilst the application was being taken forward, the offender manager managed the potential risk by using home visits to maintain contact with both the offender and his mother. The police from the PPO team were also involved to ensure a coordinated approach.

Lincolnshire

Following a long period on remand, Adam had only four months left in custody before release on licence for serious domestic violence offences. His offender manager worked quickly to start Adam's offending behaviour programme work, and ensure safeguards were in place for his release. She referred the case to the MARAC, liaised with children's social care services, worked closely with the VLO and offender supervisor, and visited Adam in prison. Meanwhile, Adam completed alcohol and victim work before release. After release Adam was resettled with his parental family away from his victim. Licence conditions were also added to safeguard the victim and for him to do IDAP work individually. He was required to report more frequently than the National Standard minimum and undertook further work on alcohol and offending behaviour. He was referred to ETE support to help him obtain employment and a 'Move On' plan for independent housing was pursued to enable Adam to obtain his own accommodation. As his licence was due to end soon, his offender manager had a strategy in place to ensure that appropriate work with him continued. Adam had complied with his licence conditions, potential risks to victims were being managed, and Adam had not reoffended.

Joe was a young man with a history of poor engagement with previous community sentences and while serving a custodial sentence he assaulted an educational tutor. He had been sentenced without a PSR due to aggressive behaviour during the interview and was assessed as a high RoSH to staff both in the community and custody. The offender manager visited Joe in custody prior to his release to share and discuss the assessment of his *RoH*, and risk management and sentence plans. She explained the conditions of his licence and his rights and responsibilities. The meeting was used to involve Joe in the sentence plan and to explore barriers to his engagement, including factors linked to his *Risk of Harm* to staff. Through establishing a good working relationship and setting clear boundaries of behaviour, he was released from custody and engaged productively with his offender manager, ETE workers and housing providers.

London

Darren was supervised through MAPPA and, on release from prison, was placed in approved premises. Before he was allowed to move on from there, his offender manager ensured that the local housing department checked the area he was planning to resettle into for proximity to schools, parks and families with children. Only when this information had been gathered and safety issues considered did MAPPA agree to Darren's move from the approved premises. He remains under close supervision, including monitoring by the police, which will continue after his licence expires.

The area had created a comprehensive electronic *Risk of Harm* handbook that was a live document regularly reviewed and updated. It was linked to MAPPA guidance and the LSCB website to ensure staff had the latest information available.

There were some good working relationships in MAPPA cases, including offender supervisors from HMP Wayland attending MAPPA meetings and the involvement of the approved premises manager in developing strategies for minimising risk posed by residents. At the approved premises some residents managed within MAPPA had trigger plans in which a call could be made to the police in response to defined circumstances triggering instant recall or other previously agreed action.

Norfolk

Paul had been released following a prison sentence for a sexual offence. During Paul's time in custody, the VLO had kept in regular contact with the victim, keeping comprehensive notes of their meetings which were shared with the victim. One of the victim's concerns was that the offender would contact her child. The VLO assisted by helping to draft a letter to the prison, requesting that contact should be prevented. They also ensured the victim was able to influence licence conditions. This resulted in an exclusion order and non-contact conditions being incorporated into Paul's licence.

Northumbria

Marc was resident in approved premises while on a short licence following sentence for sexual offences, including the making and possession of indecent photographs. His licence conditions included polygraph testing, and prohibited him from having any device that could access the internet or was capable of taking moving or still photographic images. Following a test that triggered an alert, he was found to be in possession of a mobile phone that breached all of these prohibitions. The phone was taken from him, and a decision made to issue a final warning. This allowed closely monitored supervision in the community to

continue, whereas immediate recall to prison would have resulted in a final release without supervision by the Probation Trust.

Nottinghamshire

Following a lengthy sentence for sexual offences committed within his family Ken was released on his non-parole date and had a short period on licence. The offender manager arranged for an approved premises placement for release, with stringent licence conditions. Given the short time on licence, the offender manager worked closely with staff from the local housing department and with the police officers responsible for monitoring Ken's sex offender registration. They identified suitable 'move on accommodation' and an exit strategy was developed. In addition to police monitoring, this included specialised tenancy support and health support for Ken's mental and physical health. At the end of the licence period the offender manager confirmed the arrangements to all parties concerned and ensured Ken was aware of the network that would both support and monitor him.

John was an elderly former sex offender who had been released from custody on licence. He suffered a stroke and after a period in hospital, a nursing home placement was required. The offender manager considered that the risk to the public of further harmful offences remained high, although less likely due to his physical infirmity. The offender manager needed to share information, without breaching data protection requirements, in order that nursing home staff could assess and monitor any potential risks posed to visitors. The offender manager and his line manager clarified what information could be disclosed. These decisions were well recorded, demonstrated the Trust's ownership of decision-making and helped to reduce the *Risk of Harm* John presented.

Staffordshire and West Midlands

The mother of a prisoner was the carer for his children. She told the offender manager of her concern about letters that the offender had been writing to his young children; these contained threats towards others and confusing and inappropriate messages for a child. The offender manager arranged with the prison to have the mail monitored to prevent a repetition. The letters were indicative of an increasing mental health issue, and, with the assistance of the offender supervisor in the prison, a place was secured for the offender at a medium secure unit where his mental health issues could receive specialist attention

Following an assault on him in his workplace by a customer, this man had been contacted by the restorative justice worker before the offender's case came to

court. The victim reported that the process had been well explained to him. He knew what to expect at the meeting with the offender and what support he would have from the restorative justice worker. He and the offender took it in turns to talk about what happened and why, and the effect the offence had had on all involved. The offender apologised to his victim who felt that the meeting had helped "*clear the air*" as he had wanted. The victim had nothing but praise for the restorative justice worker: "*everything was spot on, exactly what I expected; he did a very good job*".

Thames Valley

Richard was a young man on licence following a custodial sentence for sexual offending against children. He had a troubled background and had been in care since the age of two. He presented significant challenges to manage in the community due to his high *RoH* and his own low level of functioning. His case was managed through the MAPPAs and he was required to live at probation approved premises, under very strict conditions. His curfew was electronically monitored and funding was secured to increase staff cover at night, to better assess and manage his risk. All those working with Richard shared information regularly and agreed a consistent approach to addressing his behaviour. Richard was also helped to learn basic skills such as personal hygiene and budgeting. Voluntary contact was provided to Richard once the prison licence expired so that he could be moved on to suitable housing provision.

Wales

Tony had served a long prison sentence for arson, having been refused parole due to concerns that he posed a very high *RoH*. His offender manager arranged for him to reside at approved premises with stringent licence conditions. After release, there was an intensive three month period where the offender manager, police and approved premises staff monitored Tony's behaviour and challenged his negative attitudes. Initially, he pushed the boundaries but gradually accepted that there were restrictions on his freedom and he developed more positive attitudes. Tony's offender manager referred him to Pathways who secured training and a vocational qualification that led directly to employment. Pathways also found suitable housing and supported him in moving into his own flat. As a result, not only were the offender's risks being monitored but Tony was being helped to improve those areas of life that were important in avoiding reoffending.

Martin had been made subject to a community order for sexual offences against a family member. His offender manager skilfully developed a working relationship with him, which encouraged honesty. Shortly after the order was made Martin said that he was due to start a job soon but had not disclosed his conviction. The offender manager encouraged Martin to take the initiative. Martin told the

employer and was allowed to take up the post. Later, Martin disclosed that he had committed other sexual offences some years previously. The offender manager discussed this with Martin, who then went to the police. The offender manager, supported by good advice from his manager, then liaised directly with investigating officers, to assist the investigation. The offender manager had adopted an approach which included help and advice for Martin, whilst also being clear about boundaries and public protection.

West Mercia

The victim of a serious assault was a Polish national. The victim officer arranged for the introductory letter and reply slip to be translated into Polish. She also decided that the letter should be amended offering contact by telephone with the interpreter rather than arranging a home visit. There was no response from the victim. The victim officer contacted witness care to try and find out where the victim could be living or whether he had returned to Poland. As the offence was very serious the victim officer did not want to close the case until a further attempt was made to contact the victim. Another suggested address was tried to no avail. This was an example of an officer taking into account a diversity factor and being persistent and thorough in their attempt to offer a service to the victim.

West Yorkshire

Andrew had been convicted of sexual offences and made subject to a community order. He had learning difficulties. Prior to sentence the offender manager made contact with the local learning disabilities team to set up a specified activity to be delivered on a weekly basis. Sex offender work was delivered one-to-one, with input from the specialist team, and a number of different methods, including drawings, were used to complete the offence focused work. Subsequently, the offender manager was concerned that the offender was accessing the internet at work during lunchtimes and also, perhaps due to his learning difficulties, was being encouraged by others to engage in inappropriate actions, such as pestering young women. The offender manager met and liaised fully with the police and others close to the offender to enable them to be aware of the risk issues and to remain vigilant in ensuring that the offender behaved appropriately.

Wiltshire

Adrienne was sentenced to an SSO with curfew, supervision and residence requirements for assault against her partner. The curfew and residence requirement were to her mother's address, which was in a neighbouring county. The offender manager initiated close contact with the other Probation Trust as Adrienne was living in their area. The case was not transferred out as the offender manager had agreed with Adrienne that she could still report to the

North Yorkshire probation office which was on her way home from work. The neighbouring Trust arranged for a visit to be made to Adrienne's mother's house and the offender manager provided the link Senior PO with monthly updates until the curfew and residence requirement ended. Following completion of work in relation to her alcohol use, Adrienne's alcohol intake reduced and the offender manager allowed her to move back in with her partner. The police carried out a home visit and subsequent checks revealed no further domestic violence incidents.

York & North Yorkshire

2.3 General Criterion: DELIVERING CONSTRUCTIVE INTERVENTIONS (THE HELP AND CHANGE PURPOSES)
Interventions are delivered that address criminogenic needs and the reduction of LoR.

James was subject to a short custodial licence and had a history of non-compliance. He was diagnosed as suffering from ADHD which accounted in part for his difficulties in complying with supervision. In order to ensure his engagement, his offender manager sent him texts on the day to remind him of his appointments. He attended all his appointments of this licence. In addition, the offender manager saw James for short periods of time because of his ADHD. At the end of each appointment, she gave him specific actions points to complete which were reviewed when he came to his next appointment. As a result, James was fully engaged, made significant progress and had not reoffended to date.

Avon & Somerset

To reduce the LoR when released from custody without means, the PPO partnership had gained access to funds to meet offender's immediate basic needs. Emergency bags of groceries were readily available and for those with access to their own accommodation, pre-paid fuel cards. This assisted in stabilising the offender whilst solutions were found, without recourse to cash handouts.

Jane, a woman with a history of financial problems that had led to a series of thefts, including stealing from a vulnerable person whilst acting as a carer, was referred to the Citizens Advice Bureau activity programme. She attended the ten sessions required and began to negotiate with her creditors over her existing debts, as well as learning about the importance of prioritising her repayments. Work was also done on budgeting skills and drawing up an action plan to identify better ways to manage her money. She was also helped to set up direct payments for her utilities and fines to the court. Through working to manage her finances effectively, the activity requirement has effectively reduced her LoR.

Bedfordshire

Tom had been resident in the approved premises while he was on licence, following his release from custody. Given the high *RoH* posed to women he was subject to extensive restrictions on his liberty, including reporting to approved premises staff every four hours. He had an interest in a particular sport and this was identified early on by his offender manager as a positive factor in encouraging his resettlement. She contacted the coach of the (male) team to make arrangements for Tom to be collected and dropped off at the approved premises, so that he could attend training sessions and still keep to his curfew

requirements. This enabled Tom to maintain his involvement in a constructive community activity as well as ensuring that his activities were monitored appropriately.

Cambridgeshire

Isaac had a lengthy record of serious violence prior to his latest prison sentence for grievous bodily harm and threats to kill. He refused to cooperate with probation in the preparation of a PSR and had previously demonstrated very negative and challenging attitudes towards staff. His new offender manager wrote to him after sentence to discuss his role and initial sentence planning. Isaac responded positively to this contact and a productive and regular correspondence was established. This contributed to a productive first meeting at the sentence planning board and continuing contact when he moved to a more distant prison. The offender manager had recognised that engaging well with Isaac was crucial to working with him and managing the *RoH* he presented.

Cheshire

Henry was a first time offender in his late forties. He had appeared in court for a serious offence of violence against his partner. The pre-court assessment resulted in a diagnosis of autism which, for the first time, fitted Henry's own understanding of his life experiences. The offender manager found an autism support group. She introduced him to a project worker who would attend with him, until he felt confident enough to go alone. In a bid to further reintegrate him into the community, Henry accessed vocational training from the Cumbria Probation Trust's ETE provider. Positive feedback was received about Henry's work at a local furniture moving project. There had been no further offending and Henry had an increased understanding of his condition. He was also developing valuable work skills within an environment suited to his needs.

Cumbria

Simon, a PPO, was on licence following a custodial sentence for burglary. Supported and encouraged by his offender manager, Simon voluntarily attended a local community college to talk to students about his experience of prison. He also talked about the work he had undertaken on licence including participation in a victim workshop and the positive effect the material had on him. It was an extremely powerful session with the students asking lots of questions. Simon was empowered. He said that he felt like he was giving something back and that if he stopped just one person committing an offence then his talk was worthwhile.

Devon & Cornwall

Abdul was a foreign national and unable to work until his asylum application had been accepted. He was highly motivated to comply and engage with probation on licence, and to continue the good progress he made in prison to improve his ETE skills.

His offender manager supported him in obtaining weekly voluntary work with Age Concern, and then helped him to apply to charities to obtain funding for a laptop computer and to enrol on an internet Open University information technology course. He also accessed support to enhance his literacy skills through his offender manager. Abdul had continued to comply with his licence, had not reoffended, and had started his course of study.

Dorset

Sam was sentenced to a community order with a requirement to undertake an SOTP. During the PSR stage, he minimised his sexual offending. The offender manager ensured that he started the programme within five weeks of sentence. She developed a positive and supportive relationship with Sam and, as a consequence, he gradually disclosed the true nature of his behaviour in terms of his offence. Sam accepted full responsibility for his actions and engaged with specific one-to-one work where his offending behaviour was dissected and challenged. As a consequence, further disclosures were made about his sexual urges and impulses. Sam was reclassified as posing a very high RoSH to others and procedures were put in place to manage his risk.

Durham Tees Valley

The programmes team was well resourced. They were able to use a wide range of techniques to enhance offender engagement and compliance. For instance, they held meetings jointly with the offender and their offender manager and undertook individual motivational work in preparation. Time was taken to sequence other interventions that needed to be completed first. In some cases they took the offender into the group work room to familiarise them with the layout. They were able to point to cases where offenders posing a high *RoH* who had a programme requirement, but who had initially failed to participate fully, had been shown the benefits of compliance and had then cooperated.

Essex

When Tom was released from custody, after serving a prison sentence, his licence contained a condition to attend an accredited programme. His offender manager arranged for their supervision meetings to take place immediately after each group programme session in order to strengthen Tom's learning from the group. His offender manager also referred back to the work they had done before the group started, to further consolidate what Tom was learning. This was having a

positive outcome as his worksheets from the group showed that he was starting to understand his offending and how he could avoid this in the future. This example showed the value of preparing an offender thoroughly for their accredited programme and reinforcing their learning as soon as possible afterwards.

Gloucestershire

At a local prison, the community PPO team held regular 'surgeries' for PPOs who were due to be released from custody. The offenders could meet any of the partner agencies involved in the PPO team and discuss accommodation issues, drugs services and ETE facilities, for example. The idea behind this was that the PPOs could get to know the people who they would be working with when they were released, thus smoothing their reintegration into the community. To help with a consistent approach to PPOs, a single offender supervisor in custody had responsibility for all these offenders, and the PPO team also had a single point of contact within the CARATS in the prison.

Helena was subject to an SSO following serious violent offences committed with others. She was on the fringes of gang involvement, as well as being a victim of crime herself. Along with her offender manager, a worker from the Manchester Multi-Agency Gang scheme visited Helena regularly at home, to tackle her involvement with gang culture. Helena also completed a specific programme for women offenders, which was designed to deal with the factors that were associated with her offending, including her relationship with a violent former partner. She was also encouraged to become involved in ETE and undertook a college course to enable her to access a higher education degree. For this young woman, these were very positive steps towards a new lifestyle away from offending.

Greater Manchester

Darren had a lengthy history of offending linked to chaotic long-term drug use, and was being supervised by the IOM team. There were child protection concerns in relation to his six children. All workers had known him for a long time, and this consistency and support was crucial in supporting his application for residential treatment to address continuing homelessness and drug use. His offender manager arranged to keep in contact with him whilst he was out of the area, principally by letter and phone.

Darren had survived a difficult treatment period and had been resident in first and second phase treatment for six months. He had received continuing contact from all his workers in Hull, including social workers, drug workers and police, and this had been crucial in reinforcing his motivation. His offender manager supported his return home and application for housing, and was applying for an

extension of the supervision period to complete outstanding unpaid work hours to assist his reintegration. His progress had been used by police in publicity to demonstrate the potential and effectiveness of high quality multi-agency cooperation.

Adam had a history of drug and alcohol misuse that had led to violent and acquisitive offending. He had been managed as a PPO for some years, by an IOM Team that included probation staff, police officers, and a Drug Intervention Programme. There was good communication between all those agencies involved in the management of the case, including good management oversight. Motivational work undertaken by the IOM team and the delivery of interventions to address his substance misuse and unemployment resulted in no further convictions for acquisitive crime. In view of his progress, it was agreed to remove him from the PPO scheme.

Angela had been sentenced to an SSO with supervision and ATRs. Her problematic alcohol use had started as a means to cope with a history of abuse from her stepfather and then her partner. She was facing eviction, had significant debts, and was low in confidence and self-esteem. The ATR provided immediate support to secure a placement on a residential treatment programme, which she completed successfully. Her offender manager, ATR and Women's Programme workers supported her throughout this, and put plans in place to address the practical difficulties she had not been able to deal with previously because of her addiction. Five months after completing her treatment programme, Angela had largely abstained from alcohol, and had moved into semi-supported housing. She was working towards improving her employability, was accessing counselling, and was receiving help to reduce her debts.

Humberside

In one case involving a female offender, it was proving difficult to access mainstream mental health services. The offender manager pursued alternative provision and was successful in securing funding for counselling. This enabled the offender to address the underlying causes of her alcohol use and increase her self-belief.

In another case, the offender was not suitable for IDAP. Recognising that the offender needed intensive offending behaviour work, the offender manager delivered 15 one-to-one sessions addressing the causes of domestic violence. The work had a clear focus and was able to challenge the offender about his behaviour, resulting in a better level of understanding and victim awareness.

Kent

Trevor was a 40 year old man with a long term history of drug use and depression. He was sentenced following an offence of cultivating cannabis. His landlord served an eviction order when he found out about his conviction. This increased Trevor's anxiety and depression. As stable accommodation was a protective factor, the offender manager made contact with a voluntary sector accommodation service who worked with the landlord to ensure he could keep his accommodation. It was agreed that support would be provided and if there was any evidence of offending, eviction would follow swiftly. The level of checking was reduced as the landlord gained a greater degree of trust in Trevor. Nine months after conviction Trevor still had his accommodation, had stopped misusing drugs and had a new peer group.

Mo was released subject to licence following two years imprisonment. He was partially sighted and did not have a good employment record. Mo and the offender manager identified that employment would be a major factor in reducing his *LoR*. The offender manager referred Mo to a partnership agency who were ultimately able to offer him a placement at a warehouse that took appropriate account of his disability. At the time of the inspection, eight months after his release, there had been no further offending.

Leicestershire & Rutland

Dan had drug problems, suffered from depression and would be homeless on release from prison. Working with the charity Nacro, his offender manager found him supported accommodation in the Merseyside area. Dan was also referred to a drug treatment and counselling service and an ETE advisor. He worked well on all that was asked of him, including becoming drug free. The education programme helped to build his confidence and Dan got a job working for his accommodation provider. His offender manager focused on the impact of Dan's offending upon the victims, helping him to understand the upset caused by his actions. Dan had not reoffended and was making good progress resettling in the community.

Merseyside

Nathan had a history of dishonesty and violent offending related to drug use, mental health difficulties and homelessness. He was supervised through the PPO team and received a package of support, including assistance with accommodation, drug treatment and testing, along with work to challenge his behaviour and regular visits from the police officer who was part of the PPO team. Well known to the local police in his neighbourhood, he was seen as a nuisance, and the local police found it hard to recognise when he was making efforts to change his behaviour. His offender manager took him to meet the local police inspector to try to help each understand the other's position. These became regular meetings and gradually the local police became more aware of what the

PPO team was trying to achieve with Nathan and the (albeit small) changes he was making; Nathan's hostility to them decreased. Despite relapse, and a short prison sentence for new offences of theft, Nathan has reduced the frequency of his offending and is now more settled.

Peter had engaged well with the DRR requirement of his order, regularly demonstrating abstinence from illegal drugs. Because he valued the discipline of drug testing, his offender manager, Shelly, arranged for voluntary testing to continue after the DRR requirement expired. This involved a frequency of reporting above minimum national standards but which matched Peter's needs. The continued drug testing was linked to supervision appointments with Shelly, which enabled Peter to benefit from the financial assistance for his travel to Norwich for supervision. Peter has continued to demonstrate clear drug tests and Shelly is now delivering work on reinforcing the positive changes he has made.

Norfolk

Daniel was on a community order with a mental health treatment requirement and had been voluntarily residing at hospital. He became homeless when asked to leave at short notice. His offender manager worked hard to facilitate his return home to his parents, with whom relations had previously been strained. This was a critical time for Daniel and he used the opportunity to change things for the better. As a result, his relationship with both parents improved considerably, and the move home provided the necessary stability to aid his rehabilitation.

David had failed to complete the unpaid work requirement of his court order and was resentenced. This time a curfew was added to ensure that he was at home on Saturday evenings and available to start his unpaid work early on Sunday. This was successful; David complied with the sentence and the experience of working helped develop his aspiration to find a job. Through the Probation Trust partnership with Working Links he was offered tailored support to prepare for employment. David completed his unpaid work, gained a dumper truck licence and an initial contract working on the roads.

Jane was particularly vulnerable, with a history of offending, homelessness and drug use. A package of support based at Sex Workers Around Northamptonshire (SWAN), a specialist service for sex working women was agreed, including drug treatment and tenancy support. Over the next six months Jane kept to the conditions of her court order, moved into her own flat and distanced herself from her former drug using associates. Her appearance and self-confidence improved and Jane was hoping to start an education course to further occupy her time. She kept to her drug reduction programme and had not reoffended.

Northamptonshire

Sara was serving 12 months in custody for child cruelty and downloading indecent images of children. There were no interventions available in custody for women who sexually offended but the offender manager wanted to ensure that she knew how best to work with Sara after her release. The Trust arranged for the offender manager to undertake a course on women who sexually offended at the NOMS college at Newbold Revel and provided professional support for the offender manager from the specialist sex offender team. Following this, she was well placed to offer Sara, and other women in the future, a one-to-one community intervention.

Northumbria

The Changes Initiative (Creating Hope Achieving New Goals Experiencing Success) was led by Nottingham Women's Centre in partnership with Nottinghamshire Probation Trust and Nacro. It aimed to reduce offending by women through the provision of opportunities to make positive changes in their lives. The Probation Trust provided two PSOs to identify women who could benefit from the scheme and design individual plans of activities at the women's centre, aimed at reducing the LoR. Examples included input on literacy, numeracy, welfare rights, substance misuse and mental health. Attendance was monitored and enforced on statutory orders, and could continue on a voluntary basis after the order had completed, allowing ongoing support where this was beneficial. More than 30 referrals had been made by the Trust since the project started in September 2010.

Jonathon had no previous convictions until the age of 26 when he began taking amphetamines. Now in his early 40s he had amassed 26 drug-related convictions. Classified as a PPO he was on a community order with supervision, unpaid work, a DRR and curfew. Good quality inter-agency and multi-disciplinary work in this case was the key factor in achieving success. This included achievement of Best Runner Up award from the Positive Action Learning Scheme; his achievement of the Construction Skills Certification Scheme building site safety award; his relocation to more suitable accommodation; successful and timely completion of his unpaid work requirement; and the reduction in level of *RoH* from medium to low. The final comment from the judge at his monthly court progress report remarked on his excellent progress, said he had "*Won the battle*" and congratulated him on the work he had done.

Nottinghamshire

Oliver's sentence included a requirement that he attended the domestic abuse programme, IDAP. However, Oliver's mental health was poor at that point and his offender manager agreed with the programme tutors that his start on the programme was delayed so that his health problems could be tackled. This was quickly sorted through the community mental health team and Oliver was prescribed stronger medication. The team also gave his offender manager suggestions on how best to work with him during this time. Oliver's mental health stabilised, and with the support of his offender manager and the community mental health team he was able to start the IDAP group. Later, his offender manager accompanied Oliver to a local college where he was accepted for the Prince's Trust programme which focused on ETE support for disadvantaged young people. At the time of the inspection, Oliver was attending his IDAP group regularly and his mental health had improved sufficiently for him to engage successfully with the Prince's Trust too. This was a good example of multi-agency work and careful attention to the sequencing of activities with an offender, to make sure that he was able to make the best use of interventions designed to reduce the likelihood of him reoffending. If Oliver had been required to attend the IDAP group straightaway, it was likely that he would not have coped with this and would have been back in court for not attending.

Kahlil was a young man released on licence from a custodial sentence, received for driving illegally and causing a collision. He had previously failed to comply with a community order and was assessed as having little insight into the impact his offending had on others. During his licence, Kahlil's offender manager arranged for him to undertake a session with Remedi, a local restorative justice and mediation service. The work undertaken there helped him understand that his behaviour had affected his family and the wider community, including law-abiding drivers. He stated that he wished he could '*turn back time*' and he moved from blaming others to accepting responsibility for his actions. He completed his licence without further offending and gained employment too.

South Yorkshire

Karl was made subject to a 12 month community order with a requirement of drug rehabilitation and supervision. He had a history of shoplifting offences, to fund his drug misuse. He had not been before the courts for four years, but had relapsed into the use of heroin and was again convicted of shoplifting and possession of drugs. The offender manager was tenacious in her liaison with children and family services, to satisfy herself that there were no concerns for Karl's children arising from his drug misuse. Whilst Karl expressed motivation to address his drug misuse, he made excuses to avoid having his urine tested and keep his appointments. The offender manager allowed a measure of flexibility around these issues, but when it became clear that Karl was not purposefully complying with the requirements of his order, the matter was returned to court for resentencing. The original order was revoked and Karl was sentenced to a suspended sentence supervision order. Since that time he fully complied with the

order and participated in the drug treatment programme, he was drugs free, had not reoffended and was actively seeking employment.

Staffordshire and West Midlands

Owen had a criminal record, including for violence, stretching back 20 years. Much of this was linked to his misuse of drugs. In prison he was given help to tackle his problems and resettle in the community. His drug use was stabilised and he was allocated a flat under the Local Authority's alternative to bed and breakfast scheme. The prison chaplain gained Owen's confidence and was funded to continue offering support for three months after release. In addition Owen had access to mental health services and children's social care services to support his children. At the time of inspection he was working well towards successfully completing his licence.

An offender manager had developed a supervision handbook that he used in one to one sessions with offenders. The handbook included a list of key offending behaviour questions to be asked within supervision. The questions were aimed to test how far the offender had reflected on the impact of their offending on others and how far they had disowned their previous offending lifestyle and were committed to not offending in the future. Other questions sought to identify any significant changes the offender had already made in their life which would contribute to not offending in the future, again testing their commitment. This was an example of an innovative approach to engaging with offenders to steer them away from offending and to ensure one to one sessions with offenders were purposeful.

Wales

Dan was sentenced to a community order with an ATR, for an offence of possessing an offensive weapon. Significant mental health issues which were aggravated by alcohol misuse were assessed as being the most significant factors linked to Dan's LoR and RoH. The offender manager worked with Dan to agree a sentence plan using the 'Stepping Stones'* approach, which was shared with all the relevant workers. A structured programme of work was undertaken to reduce Dan's alcohol intake and his risk of reoffending, and to improve his self-esteem and confidence. Dan complied fully. He participated in reviews where his achievements were recognised and future goals identified. Dan successfully completed his ATR and was able to maintain a reduced level of drinking which also contributed to an improvement in his mental health. He committed no further offences and obtained part-time employment.

* Stepping Stones was an approach that required offenders to identify their own goals and the steps required to achieve them.

Joe was sentenced to a 36 month community order for possessing indecent images of children. At the start of the order he did not have an insight into his offending. Structured work began immediately after sentence with the aim of preparing him for the Internet Sex Offender Programme. This included identifying strengths and life experiences, doing motivational work and focusing on offence analysis. The Sex Offender Group began four months after sentence when Joe had already started to make some progress in understanding his offending. Feedback from programme tutors had been consistently positive – as Joe engaged with each session well and was said to have been encouraging and supportive of other group members. During the group Joe also offered more insight into his offending and the reasons behind it. His offender manager had continued to see Joe regularly whilst he was on the group so that he could review and reinforce good progress. Joe had not reoffended and had attended every appointment offered.

Warwickshire

Den had assaulted his partner. His offender manager knew that he had been diagnosed with Asperger's Syndrome and looked for ways to help him understand his offending, asking a psychologist to advise her. As a result, the offender manager made extensive use of pictures to illustrate emotions that Den found difficult to understand, and regularly encouraged Den to repeat his understanding of work they had covered. T2A, a service commissioned by the Trust, provided the extra support and mentoring that Den needed. As a result, Den had been able to understand his behaviour better and the choices that were open to him in life.

Lucy, 18, was sentenced to a community order with unpaid work and supervision. She attended her pre-placement work session and was allocated to a placement at a charity shop. She attended regularly, sometimes twice a week, and always got positive feedback about her work. She completed all of her hours within three months and enjoyed the work so much that she continued to volunteer there. Whilst doing this voluntary work she had been successful in getting a job at a local bar, and was doing well. Prior to doing unpaid work Lucy had never had a job. Her experience of unpaid work and support from her offender manager had been really important in helping her into employment.

West Mercia

Tariq was convicted of drug offences and was struggling to see how his offending affected others. Tariq revealed to his offender manager that his criminal activities had had a negative impact on his law abiding parents. Tariq's offender manager used this information to do in-depth one-to-one offence/victim work. Over time, Tariq was able to understand the impact of drugs on families. Tariq also

completed his unpaid work hours in less than six months with positive feedback. He was also accessing drug support to address his cannabis use. The offender manager was able to return Tariq's case to court five months before it was due to terminate having completed all his requirements. At this stage Tariq had not reoffended, with the support of Probation's accommodation partnership he had obtained his own flat, improved his self-confidence and continued to access support for ETE voluntarily after the order was discharged for good progress.

West Yorkshire

2.4 General Criterion: MANAGING DIVERSITY AND MAXIMISING OFFENDER ENGAGEMENT

The management of offenders' diversity needs facilitates effective engagement with the sentence.

Paul, a PPO from a travelling background with issues of vulnerability and *RoH*, was closely managed through the prison system. Following a number of suicide attempts, the offender manager ensured that he was moved to another establishment, where he could be supported by a mental health team. It was possible to manage his vulnerability through the sentence and start work on his underlying literacy problems by ensuring that all relevant staff understood what help he required, which had been identified as a barrier to finding legitimate employment.

Ali, a high *RoH* offender in the approved premises, could not attend the mosque at the times necessary for his religious observance, as a result of the requirements of his curfew. Through negotiations with the mosque and extending the period of time between check-ins, he was enabled to attend in a way that met his needs.

Bedfordshire

Sentenced to 80 hours unpaid work, Alan had been complying with his order up until the point his partner lost the baby she had been carrying quite late on in her pregnancy. Alan's offender manager suspended Alan's attendance for two weeks and also allowed other short-term changes to accommodate bereavement counselling. However, she maintained contact throughout and also carried out a home visit. Once the funeral was over, Alan re-engaged immediately and completed his hours without further absences.

Durham Tees Valley

Antonio's learning disability meant that he struggled to understand complex words and issues. He also tended to become fixated on practical problems which got in the way of him working on his sentence plan objectives. His offender manager involved a psychologist in rewriting Antonio's many licence conditions in a simple, straightforward language. For example '*you [Antonio] cannot work with children – this means any job where you will have contact with a child*'. This helped Antonio be clear about what he could and could not do. In meetings with his offender manager, Antonio would often arrive with minor practical problems which were worrying him. His offender manager devised a 'Park it' list where the issues would be written down, to be returned to after the offending-related concerns had been tackled in the interview. This worked well in dealing with Antonio's anxieties while maintaining a focus on sentence plan objectives.

Greater Manchester

Having secured Bernard's permission, the offender manager contacted his mental health worker to confirm the current mental health diagnosis and, more importantly, to find out how it would impact on Bernard's functioning. He learnt that Bernard's problems with dyslexia and alcohol misuse meant that he was likely to forget appointments and struggle to read appointment letters. Accordingly, the offender manager formally adopted the practice of telephoning Bernard prior to an appointment in order to support his attendance.

Simon was 36 years old and on licence following imprisonment for sexual offences. He was from an ethnic minority background, socially isolated and lacking appropriate adult relationships. The mentoring scheme was used to manage these issues. In addition, he was referred to a SOTP, and it was arranged for one of the tutors to be a man from the same ethnic background. This provided a positive adult male role model in the context of work about appropriate relationships.

We saw some good examples of workers responding to diversity needs. For example, an offender manager had learnt British Sign Language to communicate with offenders who had a hearing disability. She had also developed a good understanding of the travelling community and had supported another offender to learn Braille.

Hampshire

One offender found it difficult to remember appointments because of his alcohol dependency. The offender manager gave him the same time and the same day for his appointments each week. At every appointment, she rewrote his appointment sheet out for the next four weeks. The offender then kept all his appointments.

The offender manager told the prison and the offender supervisor about a vulnerable offender. Their concerns were discussed at a sentence planning board, and as a result the offender was moved to an establishment near to his support network. The assessment of his vulnerability was fully recorded and informed decisions about his sentence plan.

Hertfordshire

Carly was a 29 year old woman who was sentenced to an SSO with a supervision requirement. As a result of problems with childcare, she regularly brought her youngest child to the office, which prevented the offender manager from working on key parts of the sentence plan to reduce harm and the risk of reoffending. The offender manager undertook regular home visits and also referred Carly to Sure Start. Carly had never accessed this service before and felt nervous about attending. In response, the offender manager attended with her to introduce her to the staff and show her around the building. Carly had since attended sessions there on a voluntary basis and her son was also accessing the Chatterbox group. In addition, the centre agreed to let the offender manager and Carly meet there for supervision whilst her son was cared for by staff. As a result of the response of the offender manager to overcome barriers to compliance, Carly had been enabled to engage with the work. Significant progress had been made and Carly had not reoffended.

Lancashire

Marianna was a former street worker, with a drug and offending history. She had failed to comply with several previous community orders, leading to short custodial sentences. She had now been given a community order with a requirement to attend the Trust's Specifically for Women (S4W) programme. The programme was made up of eight sessions, including: drug and alcohol advice, sexual health, ETE, victims of domestic abuse advice, safety in the home, and confidence and self-esteem building. The course was delivered by partner agencies including the fire and mental health services. This turned out to be the first programme Marianna was to complete successfully.

Humberside

The trust had been successful in developing a project to train offenders as health trainers. This scheme was open to offenders as they came to the end of their supervision. A small number had entered into part-time employment to train as health trainers. At the time of the inspection the first cohort of ex-offenders were due to qualify and were about to commence offering a service to offenders on a voluntary basis to improve their health with advice and support to make practical changes to their lifestyle.

Leicestershire & Rutland

Steve was a young PPO with a lengthy history of offending and non-compliance with orders, linked in part to an alcohol problem. During his first lengthy prison sentence he established regular and constructive one-to-one contact with an alcohol worker, to whom he revealed a long-standing and embarrassing bladder complaint. This information was relayed to the offender manager who referred Steve to a doctor on release. The complaint had clearly worried him in the past

and had raised practical difficulties in coping with long journeys between probation offices and programme attendance. He was given medication and action was taken by the offender manager to accommodate the issues within his enhanced weekly PPO contacts. His compliance significantly improved.

Lincolnshire

Joe was a young man with a history of poor engagement with previous community sentences and while serving a custodial sentence he assaulted an educational tutor. He had been sentenced without a PSR due to aggressive behaviour during the interview and was assessed as a high RoSH to staff both in the community and custody. The offender manager visited Joe in custody prior to his release to share and discuss the assessment of his *RoH*, and risk management and sentence plans. She explained the conditions of his licence and his rights and responsibilities. The meeting was used to involve Joe in the sentence plan and to explore barriers to his engagement, including factors linked to his *Risk of Harm* to staff. Through establishing a good working relationship and setting clear boundaries of behaviour, he was released from custody and engaged productively with his offender manager, ETE workers and housing providers.

Katie was on a licence for drugs offences and allocated to a female offender manager who had developed a good and supportive relationship with her. She had offended when in financial difficulties and was anxious to return to work as soon as possible. Katie had several meetings with the ETE worker and completed some job applications, while her offender manager also helped her to apply for placements and jobs, as well as assisting with practical issues such as benefits and accommodation. When Katie got an interview the offender manager and ETE worker supported and coached her through interview technique, including what to wear and how to present herself. Although she had not yet secured employment, her skills and confidence in this area had improved and she was complying well with her licence.

Nishan was a foreign national convicted of a serious offence, assessed as a high RoSH, and given a lengthy custodial sentence. The Big Word translation service was used at the PSR stage and the offender manager formed a strong working relationship with Nishan's translator. He maintained contact with the translator and used and supported him for Nishan's prison induction and again at his first and second Sentence Planning Board meetings. The offender manager referred Nishan for ESOL support and he had engaged with the language scheme to the point where he could communicate directly with the offender manager. As a result, Nishan had been able to start an offending behaviour programme and began to address the risks he posed to the public.

London

Liam was on a community sentence with a DRR for an offence of violence against his partner. Following two missed appointments he was close to being returned to court for non-compliance. His offender manager wanted to get Liam back in contact, so that he could continue with the work to tackle his drug use and violent offending. She sought the support of 'attrition workers' from Phoenix House substance misuse rehabilitation centre, who worked in partnership with Merseyside Probation Trust, to re-engage offenders like Liam. Two members of staff visited him at home to remind him of the importance of keeping his appointments. This had a positive effect; Liam telephoned his offender manager and attended for an appointment at the office the next day.

Merseyside

Gary was on a six months' licence for sex offences and lived in a rural part of the county. His offender manager could not find a place on a sex offender programme to fit within the short licence period, but an arrangement was made for the Norfolk SOTP to be delivered individually at home. There was almost time to deliver 26 core sessions plus pre- and post-programme work and Gary remained engaged beyond the end of his licence to complete the work. He also achieved basic literacy and numeracy qualifications and a forklift driving qualification through Move on East. Just after his licence expired, he secured a job in that line.

Norfolk

Jane was particularly vulnerable, with a history of offending, homelessness and drug use. A package of support based at Sex Workers Around Northamptonshire, a specialist service for sex working women was agreed, including drug treatment and tenancy support. Over the next six months Jane kept to the conditions of her court order, moved into her own flat and distanced herself from her former drug using associates. Her appearance and self-confidence improved and Jane was hoping to start an education course to further occupy her time. She kept to her drug reduction programme and had not reoffended.

Gary already had a history of offending as a youth before he was supervised by the Probation Trust. Because of the frequency of his offending, Gary was managed as a PPO through the multi-agency ROSE Project. Police and probation colleagues worked closely together in this case and home visits by police uncovered that Gary was being abused by his young partner. He was thus referred through MARAC and *Risk of Harm* to him was monitored closely. As well as protecting him, the focus of work with Gary was trying to reduce the regularity of his offending. He had had a difficult childhood and changing his behaviour was not easy for him. His offender manager worked hard to help Gary understand how other people felt as a consequence of his offending. To get him engaged in this, she used scenarios with him so that he took the role of someone affected by

his offending and she took the part of Gary himself. This was designed to help him think what else he could do in particular situations to avoid offending, and also to raise his awareness of the impact of his behaviour on others. Whilst he did offend again during his sentence, the frequency of his offending was reducing, so early outcomes were promising.

Northamptonshire

John rang his offender manager to advise that his father had died. He was clearly very upset, particularly as he felt that he had parted on bad terms with his father, the only relative he regularly contacted. The offender manager was concerned that there was a possibility of John relapsing into substance misuse so she arranged to accompany him to the hospital where his father had died in order for him to say his goodbyes. This prevented him from turning to drug use as a coping mechanism. Prior to this event, John's compliance had not been good, but John subsequently showed a much greater commitment to the order. He completed a substance misuse programme and became much more stable. The way in which the offender manager had developed their working relationship, and dealt so sensitively with this event, undoubtedly helped John to cope and make progress.

Following a conviction for assault, Marie was made subject to a community sentence. She had a history of self-harming and struggled with poor mental health. The offender manager liaised with Marie's GP about her medication and a referral to mental health services. She accompanied Marie to her CPN appointments as she lacked the confidence to access this service on her own. The offender manager also liaised well with the housing provider, holding meetings at the hostel where Marie lived and making sure the hostel workers were fully involved with the management of her self-harm. As a result, Marie was kept safe, became more confident and gained access to the required services to tackle her complex needs.

Northumbria

Dan was a young man who had been sentenced to a community order for burglary. He was required to attend a thinking skills programme. Dan had been diagnosed with ADHD and he had difficulties concentrating for long periods. He also had a history of non-compliance with court orders. The offender manager prepared Dan for the interventions, going through what would happen and how he could respond. The offender manager liaised with the programme tutors after each session and also saw Dan to reinforce engagement. On one occasion Dan was verbally aggressive to the tutor. The offender manager discussed this with Dan. He apologised to the tutor and was allowed to continue. Dan benefited from the engagement support and he completed the programme. He also engaged with other elements of his order, such as ETE sessions and unpaid work. This was

significant progress for a young man who had previously struggled to comply with probation.

Staffordshire and West Midlands

An offender was helped to gain a place at university to study for a degree in sound engineering. The trainee probation officer advised him about disclosing his offences to the academic selection board and supported him in applying for accommodation. He successfully moved to the university and started the course.

Suffolk

Michael was highlighted as being vulnerable, by virtue of having witnessed a serious offence, for which he was offered police protection. The analysis of the *RoH* and the risk management plan dealt with this aspect of the case in considerable detail and arrangements were made for his safety in and around the probation office, for example changing the days and times of his appointments each week. These arrangements were effectively communicated to all other staff involved in the case.

Surrey & Sussex

This offender was referred to the sex offender programme, but two weeks before it began, he secured employment from ten a.m. until six p.m. As the group was due to start at six p.m. his attendance on the programme was put at risk. In order to address his offence-related needs and allow him to work, and following discussion with other group members, the programme was put back an hour to start at seven pm. The offender was therefore able to attend and complete the programme.

Thames Valley

Ash was very negative about Children's Services contact with his children arising from child protection concerns. The offender manager dedicated a session to discussing with Ash why Children's Services were involved and what the benefits could be for both him and his children. By the end of the session Ash said that he felt much less worried. Later Ash rang to say that he had talked to the social worker; received a home visit and contributed to the core group meeting.

West Mercia

Debbie was subject to a 12 month community order with supervision for handling stolen goods. Her offender manager referred Debbie to the Women's Centre and she was supervised by an Evolve worker who worked with women who had offended. Debbie had been the victim of domestic abuse by her ex-partner, who was the father of her children. He was currently serving a prison sentence for an unrelated offence. She was angry and also sad to learn that he had a new partner. Debbie accessed the Freedom course which dealt with control and violence in relationships. She also accessed other services in order to improve her skills, self-esteem and confidence. Due to her excellent engagement at the Women's Centre the offender manager successfully applied for the order to be revoked. Debbie continued to attend the Women's Centre to use the services on offer.

West Yorkshire

Philip was on a community order with requirements, including alcohol treatment, domestic violence programme, and prohibited contact, for a domestic abuse-related offence. His case had recently been transferred into the area. On transfer in, the offender manager had explored physical problems (Philip was waiting for an operation), learning style and dyslexia with the aim of improving engagement. The offender manager sequenced the objectives in the sentence plan so that after completing alcohol treatment Philip was able to participate fully in other interventions. The offender manager was diligent in monitoring compliance with the prohibitive requirement. Philip had been sober for many months, was complying well with the order and there was no evidence of further domestic abuse.

Wiltshire

Prior to Graham's release from custody, an anonymous telephone call was received by the police informing them that he had made threats to kill his ex-partner (the victim of his offence) when he was released. The case was immediately referred to MAPP, and plans for his release revised. He was placed in an approved premises where restrictive conditions were imposed on him, including signing on at two hourly intervals in order to protect and minimise any risk to his victim. Having completed the Thinking Skills Programme and the core SOTP in custody, the offender manager decided that the best way to enhance progress and address Graham's offending needs was for him to complete domestic violence work on a one-to-one basis. Graham received highly structured sessions focused on victims' issues, which the offender manager had adapted to take account of Graham's emotional well-being, resistance and learning style. Because of the progress he made, and the assessment that his *RoH* had reduced, Graham was able to move out of the hostel to live in accommodation found by a housing provider.

Alan, who had mental health issues and learning difficulties, was deeply suspicious of authority and lacked empathy. Because Alan had displayed inappropriate behaviour towards a previous female offender manager, the male offender manager who was responsible for this community order kept a focus on maintaining the control element, ensuring appointments were made and kept, and persevering with working at a level of understanding that was appropriate for Alan; as a consequence, their relationship developed positively. The offender manager was assiduous in warning any female members of staff about Alan's previous behaviour. By the end of nine months, the offender manager was able to comment "*Alan was more engaged today, and got involved with all parts of the session. He answered questions about why plans were necessary for success, and got involved in a small group exercise*".

York & North Yorkshire

3. ACHIEVING AND SUSTAINING PLANNED OUTCOMES

3.1 General Criterion: THE SENTENCE HAS BEEN SERVED (THE PUNISH PURPOSE)

The individual under supervision has either complied sufficiently well, or the sentence has been enforced sufficiently well.

Ian was sentenced after the court considered an FDR. After sentence, his case was allocated to a new offender manager. A number of vulnerabilities had been identified pre-sentence, including previous sexual abuse and drug abuse. Ian had developed a level of trust in the report writer, so a three-way meeting was arranged for his first appointment, in order that the case could be handed over to the new worker in a safe way. During this initial meeting the outline sentence plan was discussed and agreed. At the time of inspection, the order was about to be revoked on the grounds of good progress which was, at least in part, due to the effort made at the start of the order to engage Ian in a constructive way.

Devon & Cornwall

Paul was on licence and being managed under the Middlesbrough PPO scheme. After being warned regarding his non-compliance, Paul committed a new offence. Police intelligence also indicated he was likely to commit further offences. Paul's offender manager initiated an emergency recall, and the revocation was received by the police within a matter of hours. Because of the positive relationship that had been developed, the offender manager accompanied Paul to the police station where he was arrested. Back in custody, the offender manager continued to have good levels of contact with both Paul and his offender supervisor. Now re-released, that positive relationship was continuing.

Durham Tees Valley

Gareth was sentenced to a period of unpaid work in the community for a motoring offence. He was self-employed, caring for his children and worried that this would make it difficult for him to complete his sentence. Following a careful assessment of his circumstances he was instructed to attend a British Red Cross project, one day per week. The offender manager gave clear guidance regarding his responsibilities to the placement provider. He was expected to let them know in good time if he was unable to attend because of work, and make up the hours later in the week. Gareth responded very well to this approach, which was both tailored to his individual needs and focused on making reparation to the community. He successfully completed his hours within ten weeks, while maintaining his employment and supporting his family. There had been no further offending and following this positive experience Gareth became a British Red Cross volunteer.

Merseyside

Having driven with excess alcohol, Gareth was required to undertake unpaid work in the community. He was unemployed and given his interest in painting and decorating was allocated to this type of work. He completed his hours in good time and developed valuable employment skills. Gareth went on to get a job with an engineering company painting and decorating houses and refurbishing a factory. He was also able to help his local church to develop their community centre. Being in work helped improve Gareth's self-esteem and reduce his drinking and LoR in the future.

Wales

Paul, aged 18 years, was sentenced to an SSO, including 300 hours unpaid work and attendance at an accredited programme. This onerous package reflected the seriousness of the offence of grievous bodily harm. The offender manager worked closely with other workers to support Paul's compliance recognising his immaturity and his diagnosis of Attention Deficit Disorder. For example, Paul was supported to complete an accredited programme despite a number of barriers, such as his youth and his learning difficulty. Paul also finished his unpaid work hours. There has been no further offending and Paul's offender manager had noted Paul's increased self-reliance in complying with the order.

Warwickshire

Barry breached a licence condition relating to where he lived and his offender manager instigated recall proceedings. Because Barry had otherwise been fully cooperating, the offender manager argued for a 28 day fixed term recall, rather than a standard recall to the end of sentence, on the basis of Barry's failure to abide by basic rules and his licence conditions rather than any significant concern relating to *RoH* or LoR. The offender manager wanted to reinforce the boundaries of Barry's licence, and was successful in her request for a 28 day fixed term recall. Upon his release, Barry made significant progress. He complied with his licence conditions and sentence plan, got a job and considerably changed his attitudes towards his offending.

York & North Yorkshire

3.2 General Criterion: *RISK OF HARM TO OTHERS HAS BEEN MINIMISED (THE CONTROL PURPOSE)*
All reasonable action has been taken to keep to a minimum the individual's RoH.

A victim became concerned that an offender, subject to a licence, had been seen near their house, which was within an exclusion zone. The victim informed the VLO, who in turn contacted the approved premises where the offender was living. It was possible quickly to confirm that the offender had been in the hostel at the relevant time and had not in fact breached the exclusion zone. This information was promptly relayed to the victim, who was reassured that there had been no breach of the licence.

Bedfordshire

Peramjit was on licence after serving a long sentence for a violent offence committed in his local community. His licence contained an exclusion zone, to keep him away from the area where his victim lived. Once Peramjit was released, he asked for this licence condition to be varied to allow him to attend his local temple. However, this would have taken him inside the exclusion zone and close to the area where the victim worshipped. The offender manager and VLO worked hard to find a solution which involved Peramjit attending a different temple so that there was less likelihood of him coming into contact with the victim, and this was agreed with Peramjit. This case showed good attention to victim safety issues whilst recognising the offender's own faith needs.

Derbyshire

Mustaf was attending unpaid work when he started to display aggressive behaviour, along with racist and sexist attitudes, towards English women. The offender manager immediately reviewed OASys and increased his *RoH* level from low to medium. As some of the views he expressed were extremist, she passed her concerns on to the Police Intelligence Bureau, and also liaised with immigration authorities as his study visa had expired. Her assessment was shared with unpaid work staff and he was placed with male supervisors who were experienced in challenging difficult behaviour. Mustaf went on to complete his order successfully and there was a noted improvement in his attitude towards the end.

During a community order being supervised by a PSO it became clear there were risks to the offender's children, who were subject to a child in need plan. As concerns about their welfare escalated, the case was promptly reallocated to a PO. The officer was proactive with social services in obtaining copies of recent child protection meeting minutes and attending the next meeting. He specifically

intervened to ensure the next meeting was brought forward before the date the order was due to end so that he could attend in person and make a final contribution before the case expired.

Dorset

A woman who continued to receive unwanted and threatening text messages from an offender contacted the women's safety worker, who subsequently provided support and arranged, with the victim's consent, to inform both the police and the offender manager in the case. A joint meeting between police and probation was set up to investigate and address the offender's behaviour. This made the victim feel more secure as the offender had stopped sending the texts.

Essex

Jamie was sentenced to a community order for an assault against his partner. His order included a requirement to attend an accredited programme in respect of domestic abuse. Jamie's offender manager undertook a significant amount of individual offending behaviour work with him while waiting for the programme to start. Each supervision meeting with Jamie was highly structured to address potential *RoH* and what might trigger further offending. When Jamie and his partner said that they might separate, his offender manager reviewed her assessment of the *RoH* he might present to his partner (as it could increase in those circumstances) and her risk management plan. As part of the plan she increased contact with Jamie to monitor the likelihood of further assaults and informed the police domestic abuse unit of a possible increase in *RoH*. The good work undertaken with Jamie was showing positive outcomes. At the time of the inspection there was no evidence of further offending and there had been no police callouts to domestic abuse incidents.

Gloucestershire

John was serving a custodial sentence for sexual offences. He had a strong faith and wished to continue attending church on release but some of his sexual offending had occurred at his previous church. The offender manager considered the situation and balanced the *RoH* that John posed to other church members against his right to pursue his faith. As a result, the offender manager consulted the church safeguarding liaison officer and together they explored the opportunities for John to continue to worship safely and, at the same time, completed a thorough risk assessment of the available options.

Hampshire

Michael was a prolific offender assessed as a medium RoSH and managed by the local specialist PPO team. Appropriate attention had been paid to the factors linked to his LoR, most notably drug misuse. In addition, there was good intelligence sharing within the team to manage his RoSH. When the team discovered information concerning a threatening letter sent to the victim, recall action followed swiftly.

Leicestershire & Rutland

Northamptonshire Probation Trust had been a pilot area for polygraph testing sex offenders. In order to manage the risk posed by Alan, a registered sex offender, polygraph tests were made a condition of his release from prison. Alan's offender manager met with the polygraph tester prior to each test and agreed the questions that would be posed as part of a plan to protect children. Test results were discussed in a meeting between Alan, the offender manager and polygraph worker to verify the findings. This information then contributed to the ongoing work to manage Alan's risk of reoffending. Alan was compliant and no new offences were recorded.

Jon posed a high *Risk of Harm* to his ex-partner and both were on court orders involving probation supervision. The individual offender managers liaised on a weekly basis to ensure that Jon did not attend the office at the same time or day as his ex-partner. Furthermore, they also shared information on the progress of each individual court order and the likelihood of reconciliation. This level of communication helped protect his ex-partner while checking that Jon was complying with the restrictive licence conditions in place.

Northamptonshire

Following an assault on her teenage child, Cathy was given a community order with requirements for supervision and alcohol treatment. She was a vulnerable woman who had been the victim of domestic abuse herself. She was drinking significant amounts and had become physically dependent on alcohol. While Cathy continued drinking her child remained at *Risk of Harm* from her and was the subject of a child protection plan. Cathy's offender manager motivated and supported her to engage with her alcohol treatment worker for counselling while also working with community health services towards a residential rehabilitation placement. Through regular, detailed information sharing, the different agencies working with Cathy planned with her that she would undergo detoxification at home, supported by community health services and her alcohol treatment worker, and then move immediately to a rehabilitation placement away from her home area. Through involvement with the child protection plan, Cathy's offender manager arranged for Cathy's child to stay in contact with her whilst she was away from home. This helped the family stay together as they wished to. This

case showed agencies working well together to protect a child and reduce the likelihood of further harm from a vulnerable parent/carer.

South Yorkshire

One victim, of an offender who had been convicted of threatening to kill her, was in contact with victim support as she continued to be concerned about her safety and potential harassment. Victim support got in touch with the Suffolk Probation VLO, who completed an assessment of the potential threats, harassment, and victim safety. They offered support to the victim and ensured that her concerns were put before MAPPA. Her home was subject to a security assessment by the police. The case was a high profile one and the victim reported that the VLO was a "lifeline in very difficult circumstances".

Suffolk

David, who was subject to a community order, was charged with possession of an offensive weapon when the police arrested him for breaking the window in his neighbour's property after his neighbour had allegedly caused water damage to his home. It was clear that David would eventually go back to his property once the water damage had been repaired and this represented a point of possible risk escalation. There was good work by the offender manager to manage the situation. He alerted the housing provider to the problem and also arranged for mediation to take place between the two men in order to reduce the likelihood of a further incident. Efforts were also made to assist the offender in getting new furniture in order to try to diffuse the situation.

Surrey & Sussex

Probation offices in Gwent had a daily Domestic Abuse Conference Call process in place. By agreement, information from police domestic violence reports was shared with relevant agencies supporting victims and children. Chaired by a police officer, professionals would identify the current risks for each victim and action to be taken. Prompt sharing of information allowed offender managers to speed up access to the domestic abuse programme and where required to enforce court orders.

Wales

Prior to Graham's release from custody, an anonymous telephone call was received by the police informing them that he had made threats to kill his ex-partner (the victim of his offence) when he was released. The case was immediately referred to MAPPA, and plans for his release revised. He was placed

in an approved premises where restrictive conditions were imposed on him, including signing on at two hourly intervals in order to protect and minimise any risk to his victim. Having completed the Thinking Skills Programme and the core SOTP in custody, the offender manager decided that the best way to enhance progress and address Graham's offending needs was for him to complete domestic violence work on a one-to-one basis. Graham received highly structured sessions focused on victims' issues, which the offender manager had adapted to take account of Graham's emotional well-being, resistance and learning style. Because of the progress he made, and the assessment that his *RoH* had reduced, Graham was able to move out of the hostel to live in accommodation found by a housing provider.

York & North Yorkshire

3.3 General Criterion: LIKELIHOOD OF REOFFENDING HAS BEEN REDUCED (THE HELP AND CHANGE PURPOSES)
There is a measurable reduction in the individual's likelihood of reoffending (LoR)

Steve had been known to the probation service for many years, having previously committed serious offences of violence and arson related to his background and family relationships. He had been assessed as posing a high *RoH* and high *LoR*. On this occasion, he was subject to a community order for a relatively minor offence. He was referred to the specialist 'complex cases worker', a PO seconded to a local hospital who worked with dysfunctional and personality disordered offenders on an intensive basis. Her weekly contact with Steve was co-worked with the offender manager in the probation office and was therefore recognised by the offender as an integral part of his supervision. Work with Steve covered his emotional well-being and self-esteem issues, and included access to practical sources of support in relation to accommodation and employment. Steve missed no appointments and made significant progress in relation to his behaviour and attitudes, responding very positively to structured and consistent intervention. He continued to make consistent progress with employment and accommodation and as a result his *LoR* had reduced.

Cambridgeshire

Arran was referred to ETE at the start of his sentence. An individual learning plan was developed which included appropriate goals – disclosure of previous convictions, completion of a first aid course, up-to-date CV, debt guidance and adult literacy course. He was also referred to *Train to Change* and undertook voluntary work. Within five months all but two targets had been achieved.

Cheshire

Dan was a 29 year old man who had been made subject to a community sentence following a serious domestic violence offence. He had a history of such offences which were increasing in seriousness. He was required to attend the Community Domestic Violence Programme. His anticipation in this programme was positive and a number of the factors that had contributed to his offending appeared to improve. However, for legitimate practical reasons he was not able to complete the programme within the timeframe of his sentence. The offender manager wanted to reinforce the importance of the learning Dan had undertaken on the programme and to make sure he completed all of the elements of the programme. She took the matter back to court and asked for a revocation of the previous sentence and for resentencing to a fresh period of supervision to allow Dan to complete the programme. Two years after the original sentence Dan had not reoffended.

Cumbria

Richie was a young offender, with many convictions as a juvenile. Numerous agencies had been involved with him, with poor results. Convicted of burglary, he was angry in his PSR interview and refused to talk about the difficulties which contributed to his offending. The court report writer proposed a community order with an Intensive Alternative to Custody requirement, a highly structured package involving supervision, ETE, housing advice, mentoring support, a curfew and unpaid work. Richie responded well to the structure his community order imposed on his life and to the amount of time spent in contact with those who were trying to help him. He discussed the problems which contributed to his offending in an open way and enthusiastically responded to the work done with him, gaining educational certificates and attending Outward Bound activities. Richie was also successful in gaining a housing tenancy and keeping it. At the time of the inspection he was nearing the end of his community sentence and doing well. The housing agency was arranging to provide him with a 'floating support' worker, to give him continuing support once his supervision ended.

Derbyshire

Anthony was an unemployed chef struggling with alcohol dependency, accommodation difficulties and social isolation. He was sentenced to a community order with several requirements. For unpaid work he was placed at a lunch club to work as a cook to occupy his free time and increase his self-confidence. He successfully completed a drug and alcohol counselling course, and referral to a housing support service helped him to retain his accommodation. By the time Anthony's order was revoked early for good progress and completing all the requirements, he was alcohol free. He was working as a night shelter cook, and still living in his accommodation. He continued to have access to the support from the agencies that had been helping him if he needed it.

Jane had left school with no qualifications and was unemployed. She was determined to use her time on unpaid work well and asked for a referral to the ETE scheme. Alongside her unpaid work hours at the Café 63 Catering Project she achieved her Health & Hygiene certificate, and quickly gained employment in the catering trade. Jane completed her unpaid work successfully, and with support from a drugs agency had remained abstinent from drugs. In the survey she completed when she finished her sentence Jane wrote "*I have gained a lot from doing unpaid work and believe it has helped me improve my confidence*". Her offender manager remarked: "*It's outcomes like this that make our work worthwhile*".

Dorset

Unemployment had been identified as the factor most likely to propel this offender back into offending. He thought that if he did not have the income from work he would need to steal, as it was the only way that he could keep his family together. However, he had completed work on understanding the consequences of offending behaviour in sessions with his offender manager. When he was made redundant he accepted a referral to information, advice and guidance and from there was enrolled on a mechanics course at the local college. He had access to benefits to support him during his training and was on course to gain a practical qualification, likely to lead to more stable employment.

Essex

Angela had been in an abusive relationship during which she developed a drug problem and committed an offence of benefit fraud. She became homeless and struggled to cope with daily life. When Angela received a short community sentence for her offence, she was already involved with a number of other agencies who were trying to assist her. Her offender manager liaised closely with these other agencies to ensure that Angela received the support she needed to reduce her likelihood of committing further offences. Angela successfully obtained accommodation after months of homelessness but her need for emotional support continued. As the order was coming to an end, her offender manager provided Angela with detailed information about other sources of support and referred her to the new ISIS project for women. She completed her order successfully and continued to keep her offender manager informed about how she was getting on. This case showed good use of community resources to maintain progress beyond the end of an offender's time on supervision.

Gloucestershire

Kevin was a risky and complex man. His current offender manager took over the supervision of his licence because of his lack of progress with his previous supervisor. The offender manager used motivational interviewing skills, reinforcing progress, however small, and other techniques for dealing with resistance and Kevin's disaffection and negative attitude towards supervision. Kevin told us that he could not remember ever before having been told he had done something well. As a result, his motivation increased and the offender manager was able to refer him to the alcohol worker and the ETE providers, where he made further progress.

Robert had failed to complete previous orders. On this occasion, he completed his two requirements successfully and used ETE support and the help of his health trainer to address his drug and lifestyle issues and obtain his driving licence. Robert was worried about coping when his order ended. His offender manager put together a book for him to take away, detailing his progress, and a written record

of his achievements on the order. It also provided him with a list of contacts for the future, including voluntary contact with his health trainer and relevant suggestions for future support if needed.

Hampshire

This offender had multiple needs and a chaotic lifestyle. The offender manager identified the key areas to address to reduce her LoR – namely, to tackle her alcohol use, support her in managing her mental health problems and to ensure good liaison with the social worker about her children. At the end of the order, the offender continued to need substantial support to function appropriately in the community. The offender manager made extensive efforts to involve local organisations and ensured the continued involvement of the community drug and alcohol services and additional support with his accommodation.

Hertfordshire

Stuart had served a long prison sentence for financial offences. Upon his release, he worked with his ETE advisor on building up his self-confidence to prepare him for a return to work, including exploring how to disclose his conviction to prospective employers. Initially, he applied unsuccessfully for low-paid clerical jobs, so it was thought he needed to consider an innovative career change. The ETE advisor felt that Stuart's existing skills could readily transfer to a different sector and recruitment was considered as the best option. Stuart completed a recruitment course and registered his CV with several web-based sites. He was then contacted by a multi-national recruitment company about working for them. Following a successful interview in London, he was offered a job with the company and quickly proved himself to be an excellent employee, gaining the post of Account Director and recruiting people to work all around the world. This job success was gained just 16 weeks after Stuart's release from prison.

Humberside

A severely autistic young man was appearing in court charged with assaulting his care worker. The probation staff recognised his anxieties and aimed to reduce these by showing him the courtroom prior to his appearance and sitting with him throughout. They also worked with the social worker to get him supported accommodation managed by the British Autistic Association.

Kent

Josh was a young man with epilepsy who was in receipt of incapacity benefit. He lived in a rural location, drank to excess and had little to do with his time.

Although a skilled glazier, he had given up all hope of finding employment owing to his disability and record of offending. The offender manager started to build his confidence by focusing on his strengths and the benefits of leading a law abiding life. Work was undertaken to improve his social skills before identifying prospective employers within the area. When Josh had the opportunity of work with a local glazier, his offender manager encouraged him to disclose his convictions and health needs. She then met with his employer to outline the importance of Josh attending probation appointments and to ensure the employer understood his particular needs. Josh started work making and repairing stained glass windows and his employer supported him to attend his probation appointments. The order was successfully completed, without further offending and with reduced drinking and fewer seizures noted.

Lincolnshire

Sanjay was sentenced to prison for an offence of fraud, linked to his gambling problem. His offender manager worked hard to prepare Sanjay for release to a new area, so that he could make a fresh start. As part of a detailed resettlement plan the offender manager visited Sanjay's sister to confirm the address as suitable for release on a curfew. Work undertaken in custody on money management, his lifestyle and the impact of his offence on the victim was reinforced in the community. Sanjay was referred to an employment advisor and supported to disclose his record of convictions to prospective employers. He updated his CV, applied for funding for a training course and secured a six month contract at a local factory. His offender manager maintained contact with Sanjay's sister, recognising the positive influence that she had in keeping her brother settled in the community.

Merseyside

In one team a routine report from the case management system identified all cases reaching the halfway point in their orders, as a prompt for offender managers to consider early revocation for good progress. Darren had received a one year community order with supervision and 60 hours unpaid work. He had completed his unpaid work in less than eight weeks and obtained employment. Darren had kept all supervision appointments, in which the offender manager undertook structured work on thinking skills and alcohol misuse. Following a positive report to the court the order was revoked early for good progress.

Nottinghamshire

When Camille was released from a 28 month period of imprisonment she was homeless and had a chronic drug problem. She had over 30 previous convictions, including some for serious violence. Camille appeared to live 'hour-by-hour'. Her offender manager accurately identified an extensive list of factors linked to

Camille's offending. The offender manager established a positive relationship with Camille and they jointly agreed on a list of priorities, taking things 'step by step'. After eight months of work Camille was settled in supported accommodation and was in contact with a drugs service. She had begun to address her future needs and to train for employment. Camille was considering involvement in a Women's Project when her licence ended, to help her to avoid reoffending.

Staffordshire and West Midlands

Sam was given 100 hours unpaid work for failing to send her child to school. She was assessed as suitable for a placement at a charity shop. She enjoyed the work, completing her hours quickly and received glowing reports from the manager. The area manager was impressed and told her about a vacancy at another shop. She applied, was offered the post and worked there ever since.

Suffolk

Bernard's knowledge of English was limited. He had committed a sexual offence, but because of his language limitations there were problems in working with him to address his offending. The offender manager arranged for a specialist sex offender worker from another agency to meet with Bernard. The worker attended appointments with the offender manager and offender once a month. Within the meetings offence-focused work was undertaken using picture-based resources to assist with the offender's understanding of his offending.

Surrey & Sussex

This offender had an entrenched pattern of offending linked to his drug use. He had been to prison on numerous occasions and was institutionalised. The IOM team arranged a package of interventions to target his problems, including arranging drug intervention, counselling and housing advocacy. These were arranged around a phased reintroduction to society on licence while the offender was resident at approved premises. Later, support with employment and training was provided which led to a work placement at a local supermarket. The supermarket was so impressed by his efforts that they offered him work as a result. At the time of the inspection, this prolific offender had managed to stay offence free as a result for almost ten months.

Thames Valley

Greg was sentenced to 30 months custody for an offence of wounding. On release Greg was keen to increase his employment opportunities. He completed an Initial Skills Checker which identified deficits in his literacy/numeracy skills. Greg and

his offender manager agreed that improving his basic skills could increase his employment prospects. Greg's sentence plan reflected these objectives and he was referred to the ETE officer. Through working with ETE, Greg identified that he would like to attend a welding course and that to do this he would need to attain a Level 2 literacy qualification. The offender manager worked closely with the ETE officer to support Greg to achieve this qualification. They identified relevant courses and Greg engaged fully. He successfully obtained a Construction Skills Certification Scheme card and he achieved a Level 2 literacy qualification. These qualifications enabled Greg to enrol at college and he subsequently completed the course in welding. Greg had continued to engage with his offender manager, was fully compliant with the requirements of his licence and had not reoffended.

Warwickshire

Dudley was released from prison to West Mercia, so he could make a fresh start in a new area. He said that his priority was a job in construction. Dudley was referred to Pathways where he successfully completed a construction course, which meant catching a train before 6 am. He then took a forklift course and a CV 'master-class'. The offender manager motivated Dudley throughout supervision and also wrote letters marking his progress. Dudley secured a contract working as a labourer locally. Both Pathways and the offender manager had provided Dudley with what he needed to realise his ambitions and stay out of trouble.

West Mercia

Steve was drinking heavily. His marriage had ended, he lost his job, accrued significant debt and was unable to obtain stable accommodation. A man of previous good character, Steve committed an offence of driving with excess alcohol and received a community order with a six month supervision requirement. Using a self-assessment questionnaire as the basis for engagement Steve's offender manager helped him to identify his goals for supervision and to prioritise these into an achievable sentence plan. Together, Steve and his offender manager identified those local organisations best placed to deliver the services he needed in support of achieving his goals: to stop drinking alcohol; to reduce his debts; to obtain secure accommodation; and to get a job. Using a motivational approach, the offender manager encouraged and supported Steve to access and to engage with the relevant services. Steve had achieved three out of the four goals he set himself. He was abstaining from alcohol, had obtained a shorthold tenancy and resolved his financial difficulties. At the end of his order arrangements were in place to support him to sustain abstinence. Steve was attending Community College to improve his basic skills to become 'job-ready'. Finally, Steve had been identified as a suitable candidate for the West Yorkshire Probation Service User Mentoring Scheme.

West Yorkshire

Jenny, aged 50, was a first offender convicted of driving with excess alcohol, and sentenced to a community order with alcohol treatment and a drink impaired driver's course. Throughout the early stages of supervision Jenny had participated enthusiastically in all the required interventions. Having made significant progress and maintained abstinence from alcohol, she had agreed to participate in the 'Opening Doors' scheme. This was a volunteer mentoring scheme established in partnership between the Trust and the Diocese of Salisbury and involved regular meetings with a trained volunteer mentor. This was to provide greater opportunity to deal with practical, personal and emotional needs at a point when Jenny had completed most of the directly offence-focused work.

Wiltshire

4. LEADERSHIP AND STRATEGIC MANAGEMENT

Please note – this section was removed from reports after the conclusion of inspections in the South West region.

4.1 General Criterion: EFFECTIVE LEADERSHIP MAKES GOOD QUALITY OFFENDER MANAGEMENT MORE LIKELY
Strong leadership contributes to public protection and reduction in LoR.

The trust had established a joint project with the PCT, funded by the NHS, to deliver health services on probation premises. It provided a gateway to health services across the county and offered enhanced support to those who were failing to access mainstream provision. The service also provided help and support towards living a healthier lifestyle, which included both physical and mental health concerns, as well as wider issues such as advice on exercise and sexual health. The project used volunteers as 'health champions' who were offered the opportunity to undertake an NVQ.

Lincolnshire

Thames Valley Probation developed an area-wide audit process called 'TV Quips' as part of the Offender Management Inspection (1) Action Plan. In brief, small groups of staff, from a range of grades, participated in inspecting files and providing constructive feedback to the offender manager and their senior probation officer, who then had to make the required improvements. Feedback and changes were countersigned by their director. A total of 461 files were discussed in this way in 2009. This system supported identification of patterns of underperformance where improvements could be made across the Probation Trust. Offender managers and senior probation officers valued the opportunity of having a third party's view of their work.

Thames Valley

4.2 General Criterion: EFFECTIVE RESOURCE DEPLOYMENT MAKES GOOD QUALITY OFFENDER MANAGEMENT MORE LIKELY
Deployment of resources contributes to public protection and reduction in LoR.

Steve was registered with a doctor whilst living with his mother. However, when he moved from his mother's to his sister's he was no longer within the 'catchment area' for that surgery. St Catherine's House probation office had a weekly doctor's surgery available for offenders. The offender manager arranged for Steve to attend this surgery so that he could be considered for appropriate treatment for Attention Deficit Disorder, as he had not been prescribed medication for this since 2009. This healthcare service had more recently been extended to include the services of a dentist who now attended once a week.

Devon & Cornwall

The area continually reviewed costs and services and this had enabled it to maintain investment in front line offender management. Staff had submitted ideas for efficiency savings, some of which had been acted upon, e.g. in relation to car parking and a better use of the relative roles of administrators and offender managers.

Essex

In the magistrates' courts, there was an innovative arrangement to manage the day's business. Before the morning court sitting started, the probation staff member, the HMCTS legal advisor and crown prosecutor met for half an hour to identify which cases were ready to proceed and which were likely to need reports from probation. This 'triage' assessment meeting was considered very effective in ensuring that the different criminal justice system professionals were able to share information appropriately to aid the swift and smooth running of the court.

Gloucestershire

The Business Development Unit had created an *Offender Needs Commissioning and Opportunity Matrix*. This was a dynamic tool which brought together local cross-cutting data, themes and providers. It plotted the strategic drivers of the Reducing Reoffending pathways, public service agreements and sustainable community strategy, alongside data from OASys against local provision and partners in order to determine priorities and drive commissioning for the next three years.

Lincolnshire

4.3 General Criterion: EFFECTIVE WORKFORCE PLANNING AND DEVELOPMENT MAKES GOOD QUALITY OFFENDER MANAGEMENT MORE LIKELY

There is a workforce strategy that promotes the development of all staff to meet service delivery outcomes.

No examples coming under this General Criterion appeared in the reports.

4.4 General Criterion: AN EFFECTIVE REVIEW AND EVALUATION REGIME MAKES GOOD QUALITY OFFENDER MANAGEMENT MORE LIKELY
Outcomes from interventions are evaluated for their impact on public protection and reducing reoffending.

No examples coming under this General Criterion appeared in the reports.

4.5 General Criterion: EFFECTIVE PROVISION OF ACCESSIBLE SERVICES MAKES GOOD QUALITY OFFENDER MANAGEMENT MORE LIKELY

The approach to the commissioning and delivery of services contributes to positive outcomes for offenders and work with victims. Services are accessible and of a high quality.

Partnership working had led to the provision of good quality health services for offenders. A community psychiatric nurse was seconded to work at the probation office. Although mainly used to work with DRR cases and undertake drug testing, the role also encompassed mental health counselling, monthly access to a General Practitioner's surgery and swift access to a psychiatrist if necessary.

Bedfordshire

The probation area initiated work that led to the development of the Dawn Project, funded directly by the MoJ. The aim of the project was a reduction in the number of women offending, and in the number of women receiving custodial sentences. The development was undertaken with third sector partners and the project was designed to address the factors that women themselves associated with their offending. From two resource centres in the major urban areas a range of services were provided, including reporting for women offenders, provision of women-only unpaid work groups, and an ART programme for women on a pilot basis. This innovative provision had attracted national interest.

Cambridgeshire

Several members of one family had been the victims of a particular offender. One family member was nominated as the contact person for the VLO, and passed on information about the offender's sentence and release planning to the others. The whole family, though, wanted to be involved in face-to-face meetings with the VLO, so that all their views could be heard. The VLO arranged meetings with the family outside of usual working hours, at a time and place that suited all. This attention to their particular needs was much appreciated by the family and enabled them all to make good use of victim contact services.

Derbyshire

Martin received eight years in prison for indecent assault against his daughter. He did not receive any treatment programmes whilst in prison due to his level of learning difficulties. On release he was referred to the adapted SOTP delivered in partnership by Kent Probation, Kent PCT and the Community Forensic Learning Disability Team. The programme materials had been adapted to meet the learning abilities of the men and work aimed at sexual education, including

consent in relationships was added. Martin attended every week for a year, working well and participating fully in the work. During the programme, he moved from the approved premises to supported housing. He also attended ETE appointments, completed a college course and addressed his alcohol misuse. He had remained offence free.

Kent

The *Make A Change* project had helped over 40 women in their bid to leave street prostitution. They developed a short video about Sarah, who was an ex-prostitute, which showed the changes she had been able to make to her life with the support provided by the team. Sarah left prostitution behind, was attending an art course and had plans to start a computer course. In Sarah's words "*its good to lead a normal life again - day time as day time and night time for sleeping*".

Suffolk

In order to offer courts a 'Punishment' sentencing option other than unpaid work or curfew, the managers had applied for resources to set up Attendance Centres both in Sussex and Surrey. The area had secured funding for two new adult Attendance Centres and had also been able to access the Hampshire Attendance Centre for offenders living close to the county border. The Hampshire Centre was well used by offenders from the West Sussex area and sentencers were very supportive of the additional sentencing options.

Surrey & Sussex

Summary of reports published

These good practice examples have been taken from the following reports published in the Offender Management Inspection 2 programme that took place during 2009-2012:

Avon & Somerset

Lincolnshire

Bedfordshire

London

Cambridgeshire

Merseyside

Cheshire

Norfolk

Cumbria

Northamptonshire

Derbyshire

Northumbria

Devon & Cornwall

Nottinghamshire

Dorset

South Yorkshire

Durham Tees Valley

Staffordshire and West Midlands

Essex

Suffolk

Gloucestershire

Surrey & Sussex

Greater Manchester

Thames Valley

Hampshire

Wales

Hertfordshire

Warwickshire

Humberside

West Mercia

Kent

West Yorkshire

Lancashire

Wiltshire

Leicestershire & Rutland

York & North Yorkshire

Copies of these reports are available from the HMI Probation website at:

<http://www.justice.gov.uk/about/hmi-probation/>

Glossary

ADHD	<i>Attention Deficit Hyperactivity Disorder</i>
Approved premises	Approved premises provide controlled accommodation for offenders under supervision
ATR	<i>Alcohol treatment requirement</i>
CARATS	<i>Counselling, Assessment, Referral and Treatment Service</i>
CPN	<i>Community psychiatric nurse</i>
DRR	<i>Drug rehabilitation requirement</i>
ESOL	<i>English for speakers of other languages</i>
ETE	<i>Education, training and employment</i> : Work to improve an individual's learning, and thereby to increase their employment prospects
FDR	<i>Fast delivery report</i> : Short format pre-sentence report, as distinct from a standard delivery report
GP	<i>General practitioner</i>
HMCTS	<i>Her Majesty's Courts and Tribunals Service</i>
HMP	<i>Her Majesty's Prison</i>
IDAP	<i>Integrated Domestic Abuse Programme</i> : An accredited programme which challenges the behaviour of male perpetrators of domestic abuse. The involvement of Women's Safety Workers is integral to the programme
<i>Interventions; constructive and restrictive interventions</i>	<p>Work with an offender which is designed to change their offending behaviour and to support public protection.</p> <p>A <i>constructive intervention</i> is where the primary purpose is to reduce <i>Likelihood of Reoffending</i>. In the language of <i>offender management</i> this is work to achieve the 'help' and 'change' purposes, as distinct from the 'control' purpose. A <i>restrictive intervention</i> is where the primary purpose is to keep to a minimum the offender's <i>Risk of Harm to others</i>. In the language of <i>offender management</i> this is work to achieve the 'control' purpose as distinct from the 'help' and 'change' purposes.</p> <p>Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>RoH</i>) might be to monitor regularly and meticulously their accommodation, employment and the places they frequent, whilst imposing and enforcing clear restrictions as appropriate to each case.</p> <p>NB Both types of intervention are important</p>
IOM	<i>Integrated offender management</i>
IPP	<i>Imprisonment for public protection</i> : an indeterminate sentence for public protection for adults. The sentences are imposed on those who committed specified serious violent or sexual offences and who are deemed to pose a significant Risk of Serious Harm in the future
LoR	<i>Likelihood of Reoffending</i> : See <i>constructive interventions</i>
LSCB	<i>Local Safeguarding Children's Board</i> : set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality
MAPPA	<i>Multi-Agency Public Protection Arrangements</i> : probation, police, prison and other agencies working together locally to manage offenders who are of a higher <i>Risk of Harm to others</i>

MARAC	<i>Multi-Agency Risk Assessment Conference</i> : part of a coordinated community response to domestic abuse, incorporating representatives from statutory, community and voluntary agencies working with victims/survivors, children and the alleged perpetrator
Nacro	<i>National association for care and resettlement of offenders</i>
NHS	<i>National Health Service</i>
NVQ	<i>National Vocational Qualification</i>
OASys/eOASys	<i>Offender Assessment System/electronic Offender Assessment System</i> : The nationally designed and prescribed framework for both Probation and Prisons to assess offenders, implemented in stages from April 2003. It makes use of both static and dynamic factors
PCT	<i>Primary Care Trust</i>
PO	<i>Probation officer</i> : This is the term for a 'qualified' offender manager who has undertaken a higher education based course for two years. The name of the qualification and content of the training varies depending on when it was undertaken. They manage offenders posing the highest risk of harm to the public and other more complex cases
PPO	<i>Prolific and other priority offender</i>
PSO	<i>Probation services officer</i> : This is the term for an offender manager who was originally recruited with no qualification. From 2010 they may access locally determined training to 'qualify' as a PSO or to build on this to qualify as a probation officer. They may manage all but the most complex cases or those posing the highest risk of harm to the public depending on their level of training and experience
PSR	<i>Pre-sentence report</i> : Includes both standard delivery report and fast delivery report
'RoH', 'RoH work' or 'Risk of Harm work'	<i>Risk of Harm to others</i> : 'RoH work' is the term generally used by HMI Probation to describe work to protect the public. In the language of <i>offender management</i> , this is the work done to achieve the 'control' purpose, with the offender manager/supervisor using primarily <i>restrictive interventions</i> that keep to a minimum the offender's opportunity to behave in a way that is a <i>Risk of Harm to others</i> . <i>HMI Probation</i> uses the abbreviation 'RoH' to mean specifically <i>Risk of Harm to others</i> . We use it instead of Risk of Serious Harm in order to ensure that <i>RoH</i> issues being assessed and addressed by probation Trusts are not restricted to the definition given in <i>OASys</i> . The intention in doing this is to help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The Risk of Serious Harm definition only incorporates 'serious' impact, whereas using 'RoH' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
<i>RoSH (Risk of Serious Harm)</i>	This is the label used for classifying levels of risk in <i>OASys</i> , where offenders are classified as either 'low', 'medium', 'high' or 'very high' <i>Risk of Serious Harm</i> , where serious harm is defined as "an event which is life-threatening and/or traumatic, and from which recovery, whether physical or psychological, can be expected to be difficult or impossible." (Chapter 8 of the <i>Offender Assessment System Manual</i> , July 2006). In this report this term is used solely to refer to this process of <i>OASys</i> classification
SOTP	<i>Sex Offender Treatment Programme</i> : there are several different accredited programmes for men convicted of sexual offences
SSO	<i>Suspended sentence order</i>
VLO	<i>Victim liaison officer</i>
YOI	<i>Young Offender Institution</i>

Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and Code of Practice can be found on our website:

<http://www.justice.gov.uk/about/hmi-probation/>

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

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