



HM Prison &
Probation Service

Probation
Service



Brochure of Probation Interventions

Handbook for Members of the Judiciary

Greater Manchester

June 2021

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Introduction

The Probation Service has a fundamental role in working to reduce crime. This involves protecting the public, empowering those that commit crimes to want to make positive changes, reducing the likelihood of reoffending, addressing the harm caused by the original offence, and facilitating appropriate punishment. The use of targeted community sentencing options enables those sentenced at court to address their individual needs, break patterns of offending, address the causes of offending behaviour, and keep the public safe.

We recognise that from 26th June 2021, there will be changes to the interventions and services provided by the Probation Service and the Electronic Monitoring Service. This brochure provides an overview to members of the Judiciary on interventions and activities that sit within the requirements of a Court Order. It aims to support awareness and understanding of the services available to those sentenced to Community Orders and Suspended Sentence Orders following the implementation of the Unified Model for Probation. The contents provide information on a range of sentence requirements including:

Programme Requirement

A range of programmes which are evidence informed and accredited, designed to provide opportunities to change thinking, attitudes and behaviours associated with offending, for those assessed as posing a medium or above risk of recidivism. Accredited programmes are delivered by trained facilitators, primarily within a group setting.

Rehabilitation Activity Requirement (RAR)

Designed to reduce reoffending, this requirement allows for precise and effective rehabilitation activity to be tailored following a more in-depth assessment after sentence.

Activities can involve:

Structured Interventions:

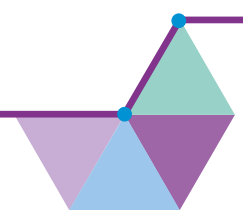
Part of a suite of interventions that Probation Practitioners can refer those posing a low risk of recidivism or are otherwise unsuitable for an Accredited Programme.

Greater Manchester Integrated Rehabilitative Services:

A specialist provision for where there is an offending related need which cannot be met through the range of other interventions. A commissioned service can be flexible, reflect the local landscape in terms of needs and opportunities, and build upon the expertise of a range of organisations and provision.

Approved suite of Probation Practitioner Toolkits:

Resource packages aimed at supporting the delivery of change work. To be delivered directly by Probation Practitioners, as both standalone activity and a wraparound approach intended to complement other interventions. Toolkit content will address identifiable needs and support people to build personalised strengths and capacity for living a crime free, positive life.



Community Sentence Treatment Requirements

The three treatment requirements are: Mental Health Treatment Requirements (MHTRs), Drug Rehabilitation Requirements (DRRs – which includes drug testing) and Alcohol Treatment Requirements (ATRs). Those being considered must agree to engage in treatment.

Electronic Monitoring

Electronic Monitoring can be both a requirement and a way in which other requirements are enforced. They are designed to monitor an individual's whereabouts for the purpose of demonstrating compliance with certain requirements. This can involve electronically monitored curfew, exclusion and prohibited activity requirements. The Transdermal tag can monitor alcohol abstinence.

Unpaid Work Requirement

Where individuals undertake unpaid work that must benefit their local community as a way to pay back to the community for their crimes.



Section One:

Programme
Requirement



Programme requirement: Introduction

Accredited Programmes are supported and informed by an evidence base and have evaluation processes embedded in their design. They are accredited by the Correctional Service Accreditation and Advice Panel (CSAAP), an international panel of subject matter experts who review each programmes' evidence base, design, content and delivery against a rigorous set of criteria.

These programmes are only delivered by trained facilitators, primarily within a group setting for up to 12 participants. Consideration can be given to delivery on a one-to-one basis in exceptional circumstances. With the introduction of the Alternative Delivery Formats (ADF) approach as part of COVID-19 Recovery, variation to delivery in exceptional cases will be available, where required, to meet participant needs.

Programme requirements are available as a sentence of the Court under the Criminal Justice Act 2003 and fall under the statutory purposes of sentencing of reform and rehabilitation of offenders and the protection of the public. They can also be added as Licence conditions to all types of prison Licences and Post Sentence Supervision. Probation Practitioners will identify all eligible and suitable cases at the pre-sentence or pre-release stage and will propose an Accredited Programme (when there are no barriers to attendance).

HMPPS offers a suite of Accredited Programmes which attend to a range of offending-related needs of participants. Each programme has suitability criteria that is used alongside the initial risk assessment to see if an individual is in scope for a programme. This will vary slightly between programmes but will consider aspects such as the individual's need areas and responsiveness to intervention, as well as ensuring their consent and willingness/commitment to engage in an Accredited Programme.

'The New Me is going somewhere better... and the new horizons are not only possible but achievable'

Mr. A
Graduate of Horizon

Delivery of Accredited Programmes is flexible, based on regional need. All regions will deliver, as a minimum:

- Thinking Skills Programme (TSP)
- Building Better Relationships (BBR)
- Sexual Offending Programmes

Building Better Relationships (BBR)

BBR is for adult male perpetrators convicted of an Intimate Partner Violence (IPV) related offence against a female partner, who present with a moderate or high risk of committing future IPV offences.



BBR has a strong skills focus and participants are provided with a range of cognitive and behavioural skills and tools to support and promote the use of positive behaviours in their intimate relationships. BBR makes use of a range of treatment approaches and techniques.

BBR is a moderate intensity cognitive-behavioural group work intervention. Its

theory base reflects the growing view that IPV is a complex problem that is likely to have multiple causes. BBR is responsive to the needs of individual participants and provides opportunities to develop skills that are introduced during the programme.

Probation staff are expected to refer **all** individuals who meet the eligibility and suitability criteria to BBR in community sites.

Individual Requirements

Gender: Male

Age: 18+

- IPV related offence (this can be index or historical).
- Relationship problems.

Social skills deficits:

- Attitudes that support relationship violence
- Stereotyped gender roles and inequality beliefs
- Hostile masculinity
- Aggression and anger

- Emotional mismanagement/self-regulation
- Jealousy
- Coercive control
- Obsessive and controlling behaviour towards a current or former partner in context of an intimate relationship
- Separation / threat of separation
- Alcohol and drug misuse

Delivery Method

BBR is comprised of **24 group and 5 individual sessions.**

The Foundation Module is always delivered first and comprises of six 2.5-hour sessions which must always be completed prior to the other modules.

The remaining modules are delivered as either a closed group or in a rolling format, with each module comprising of six 2.5-hour groupwork sessions.

After each module participants have a one-hour one-to-one session with their designated facilitator, the purpose of which is to provide a bridge between modules, review learning and check progress against goals.

Healthy Identity Intervention (HII)

The Healthy Intervention Programme (HII) is a one-to-one programme that targets the social and psychological drivers of extremist offending. HII is made up of a combination of discussion, reflection, written exercises and skills practices.



The number of modules and sessions an individual completes will depend on their particular level of risk and need. The more engaged and identified a participant is with an extremist group, cause or ideology, the more modules of the HII they are likely to complete. The central aims of the HII are to:

- Prevent reoffending by reducing an individual's willingness to offend on behalf an extremist group, cause or ideology (i.e. desistance)
- Promote and facilitate disengagement from an extremist group, cause or ideology

A strengths-based approach to desistance is used, supporting supervised individuals in identifying and building on their existing strengths and skills to encourage and empower supervised individuals to disengage from an extremist group, cause or ideology, desist from offending and lead a pro-social lifestyle. Participants are expected to be open, reflective and willing to discuss aspects of their lives associated with their offending.

Individual Requirements

Gender: Male / Female

Age: 18+

HII can be delivered to adult males or females who have been convicted under terrorism legislation in England and Wales, or under other legislation where extremism is identified as a motivation by the Court.

HII **must** be recommended by an Extremism Risk Guidance (ERG) 22+ report in order to be commenced with an individual. The ERG 22+ is a structured

professional judgement tool used to aid in the assessment of risk in those convicted of extremist offences. It informs risks management and recommends appropriate and targeted intervention. The ERG will highlight which particular risks and need require addressing and will therefore be integral to the planning of which parts of HII should be delivered.

Delivery Method

HII is a **one-to-one programme**, flexible to each individual's risks and needs. It contains a core module and optional modules designed to support and facilitate supervised individuals in their desistance and disengagement.

HII is delivered over **3-4 months but the total length of delivery can vary greatly**

depending on the needs of participants and their level of engagement and identification with an extremist group, cause or ideology.

HII is delivered by counter terrorism Probation Officers.

Resolve

Resolve is designed to help participants explore and understand their individual reasons for using violence, and to motivate them towards a violence-free life.



Participants are encouraged to look toward the future and to develop a 'New Me' persona through exploring, developing and strengthening the resources and protective factors that will support them in reducing the likelihood of using aggressive and / or violent behaviour. Participants are encouraged to develop realistic and meaningful personal goals that can help them live a more satisfying and pro-social life.

Resolve is a moderate intensity cognitive-behavioural group work intervention that provides a strengths-based and evidence-based treatment approach for individuals who have a history of violent offending / behaviour.

Participants are asked to contribute to all discussions and to consider and discuss how the Resolve material could be applied in their own lives.

Individual Requirements

Gender: Male

Age: 18+

- A history of using aggression and/or violence.
- Assessed as being of medium to high risk of reoffending.
- Suitable for those individuals who maintain their innocence of the offence for which they have been convicted, so long as they are willing to discuss some aspect of their use of violence either in the past or linked to their current situation.

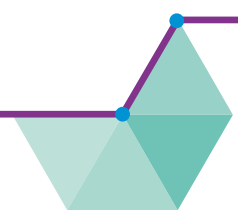
Those individuals who do not have a current conviction for violence but who are demonstrating use of aggression within the community in the last year are suitable for the programme as long as they meet the need criteria.

Delivery Method

Resolve is comprised of 6 modules:

- Foundation Module
- Understanding my violence
- Thinking and Attitudes
- Emotions and conflict resolution
- Lifestyle and Associates
- Becoming New Me skills practices

Resolve is comprised of 22 group sessions and 4 individual sessions delivered in a closed-group style format. There is a pre-course session and a post-programme review.



Thinking Skills Programme (TSP)

TSP reduces recidivism by focusing on developing people's ability to manage their emotions, make decisions, solve problems, achieve their goals, manage the influence of anti-social relationships and use pro-social interpersonal skills in their interactions with others.

By having and increasing these skills participants are then able to apply these to the way they live and manage their everyday lives. This in itself reduces the chances of offending reoccurring and helps participants set up and maintain a pro-social and constructive lifestyle. The programme however moves beyond this and actively encourages participants

to apply the thinking skills to identify and effectively manage their risk factors. It coaches participants to apply their new and existing thinking and behavioural skills to develop personally relevant protective factors. It also coaches participants to apply the skills to setting and achieving approach focused, pro-social goals linked to relapse prevention.

TSP has seven Treatment Goals which target a range of dynamic risk factors, which are strongly evidenced in the literature to link to offending:

- Stop and Think
- Emotional Awareness
- Problem Solving
- Perspective Taking
- Offence Free Relationships
- Goals and Values
- Seeing the Whole Picture

Individual Requirements

Gender: Male / Female

Age: 18+

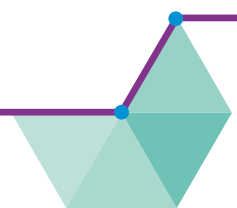
- A static risk level of medium and above (Score of 50 or above on OGRS3).
- Participants must also have the relevant treatment needs (risk factors) targeted by the programme.
- TSP Need is assessed through OASys using specified items, or the standalone TSP Needs Assessment Tool when an OASys is not available. Minimum score thresholds must be met to determine suitability.
- Suitable for participants who are maintaining their innocence and who recognise that they can benefit from developing skills to manage personal risk factors, develop protective factors and skills for achieving pro-social goals.

Programme criteria, including scoring levels required, exceptions to the criteria, and the Responsivity Principle can be made on request, or are outlined in detail in the programme manuals.

Delivery Method

TSP consists of 19 sessions (15 group and 4 individual sessions), plus the post-programme review. There are fixed and

rolling group formats available in the community.



Horizon

Horizon is designed to help men who have been convicted of a sexual offence address the factors that have been problematic in their general lives, and which have contributed to their offending behaviour. The ethos of the programme is to instil hope and optimism in the participants through working with them to strengthen and develop protective factors within their lives.

Horizon has a strengths-based approach which means it aims to increase psychological, social and emotional strengths to assist participants to desist from crime. It is also future focused, in that participants are

encouraged to set goals to enable them to engage in constructive, positive, offence free future lives, supported by the skills they learn in the programme.

Horizon is formed of 9 Blocks:

- Engagement
- Getting Going
- 'New Me' Goals
- Supporting My Success
- 'New Me' and Sex
- Controlling My Feelings
- Solving My Problems
- Positive Relationships
- Moving On

Individual Requirements

Gender: Male

Age: 18+

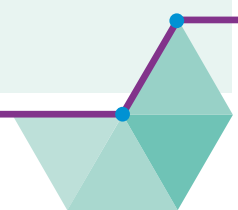
- Must have committed a sexual or sexually motivated offence/offences against adults or children.
- Assessed as Medium or above Risk of Serious Harm.
- Group members need to accept that they have problems in the areas that are addressed by Horizon and be motivated to work on those problems.
- Horizon is suitable for men who admit their offences, and to those who maintain their innocence, providing the above criteria are met.
- Able to cope with the cognitive demands of a mainstream intervention: Horizon is not suitable for men who have intellectual disability. Individuals who meet these criteria should be directed towards adapted interventions.
- People should not normally be considered for Horizon if they have already completed another programme bar exceptional cases where an assessment demonstrates the individual has further needs that can be met by Horizon.

Delivery Method

Horizon is run with a maximum of 10 participants per group and is 31 sessions (62 hours) in length.

Additionally, there are 3 individual sessions (5–6 hours in total) which take place at the start, part way through and at the end of the programme.

Participants will also have a 3-way post programme review meeting with a facilitator and their Probation Practitioner.



iHorizon

iHorizon is a programme for men whose primary clinical need is to address internet only sexual offending, that is, where it is limited to possessing, downloading, and/or distributing indecent images of children, where there has been no contact with victims. Men with convictions involving other forms of sexual or sexually motivated offending will not be suitable for iHorizon and should be assessed for an alternative programme.



iHorizon has a strengths-based approach which means it aims to increase psychological, social and emotional strengths to assist participants to desist from crime. It is also future focused, in that participants are

encouraged to set goals to enable them to engage in constructive, positive, offence free future lives, supported by the skills they learn in the programme.

Individual Requirements

Gender: Male

Age: 18+

- For men whose primary clinical need is to address internet-only sexual offending, that is, where it is limited to possessing, downloading, and/or distributing indecent images of children, where there has been no contact with victims.
- Assessed as Medium or above Risk of Serious Harm.
- Group members need to accept that they have problems in the areas that are addressed by iHorizon and be motivated to work on those problems.
- iHorizon is suitable for men who admit their offences, and to those who maintain their innocence, providing the above criteria are met.
- Able to cope with the cognitive demands of a mainstream intervention: iHorizon is not suitable for men who have intellectual disability. Individuals who meet this criteria should be directed towards adapted interventions (where available).

People should not normally be considered for iHorizon if they have already completed another programme bar exceptional cases where an assessment demonstrates the individual has further needs that can be met by iHorizon.

Delivery Method

iHorizon is run with a maximum of 10 participants per group and is 23 sessions (46 hours) in length. Additionally, there are 3 individual sessions (5–6 hours) which take place at the start, part way through and

at the end of the programme. Participants will also have a 3-way post programme review meeting with a facilitator and their Probation Practitioner.



New Me Strengths (NMS)

NMS has been specifically designed to be responsive to the communication styles and abilities of people with learning disabilities and learning challenges (LDC).



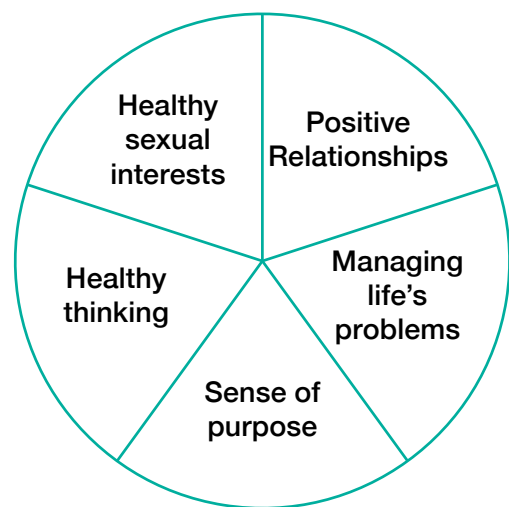
NMS is a cognitive-behavioural group-work programme suitable for adult men who have been convicted for any offence. This programme is the LDC suite equivalent of the Thinking Skills Programme (TSP), Horizon, Building Better Relationships (BBR) and Resolve.

All of the programme materials are designed to target specific criminogenic needs outlined left. These needs are the focus during the programme and are put across to participants in the form of a Success Wheel. Participants use the Success Wheel to help strengthen New Me in each of the areas relevant to them.

Participants start off by identifying existing strengths in each area. We work from a strengths-based approach, rather than solely

focussing on risk. They set themselves goals to strengthen their Wheels and they work on these goals during the programmes. Ongoing skills practise is important.

SUCCESS WHEEL



Individual Requirements

Gender: Male

Age: 18+

NMS has its own suitability criteria. This includes the individual's risk, and the extent to which they have needs in the following areas:

- Problem solving
- Relationships
- Offence supportive attitudes

- Sense of purpose
- Unhealthy sexual interest (those with sexual convictions only)

These needs have been linked to offending and are sometimes called criminogenic needs, or risk factors because of this.

Delivery Method

NMS is suitable for delivery in both a fixed group format and one to one with the individual.

When delivered as a group intervention with those who have sexual convictions, it is 38 sessions long (34 group and 4 individual). With all other groups, it is 36 sessions long

(32 group and 4 individual sessions). All members of the group start and finish at the same time.

When delivered individually NMS runs for 13–15 sessions, dependent on the individual's needs.

Living as New Me (LNM)

LNM is an accredited skills maintenance (booster) programme for those individuals who have already completed New Me Strengths (LDC* equivalent of Horizon) or Becoming New Me+ (LDC* equivalent of the Kaizen programme suitable for custody delivery).



*LDC: learning disabilities and learning challenges. This suite of programmes is designed to be responsive to the communication styles and abilities of people with LDC.

All the programme materials are designed to target specific needs related to offending.

These needs are the main focus during the programme and are put across to participants in the form of a Success Wheel. Participants use the Success Wheel to help strengthen New Me in each of the areas relevant to them.

Individual Requirements

Gender: Male

Age: 18+

- Suitable for individuals with an identified risk of reoffending of Medium and above.
- Have a conviction for a sexual, intimate partner violence (IPV) or general violent offence (GV).

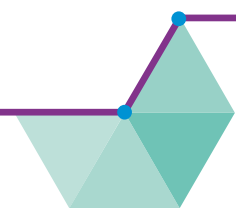
LNM is suitable as a maintenance programme for anyone who has successfully graduated from NMS or BNM+.

Delivery Method

LNM is at least 5 sessions long, with flexibility to be longer dependent on the size of the group and the needs of each individual.

LNM is delivered monthly with a group of up to 8 people. On a group, everyone starts

and finishes at the same time rather than people starting and finishing at different times (i.e. the groups are 'fixed', rather than 'rolling').





Section Two:

Structured Interventions



Structured Interventions: Introduction

These interventions and services are for individuals who are sentenced to a Community / Suspended Sentence Order with a Rehabilitation Activity Requirement or on Licence / Post-Sentence supervision.

Structured Interventions are part of a suite of interventions that Probation Practitioners can refer people to if they present a low risk of recidivism and/or are unsuitable for an Accredited Programme. Structured Interventions can be delivered in a group setting or on a one-to-one basis, have a set format, and are a minimum of four sessions in length. Structured Interventions address needs in the areas of:

- Attitudes, Thinking and Behaviour (ATB)
- Domestic Abuse (DA)
- Emotional Management (EM)

Structured Interventions are approved for delivery via the HMPPS Effective Interventions Panel and are assessed against seven core Correctional Services Accreditation Advice Panel (CSAAP) principles.

All regions will deliver a minimum of one Structured Intervention in the need areas set out above. Flexibility on meeting regional needs is also a key factor and delivery of any additional Structured Interventions in the three need areas will be at the discretion of the Regional Probation Director.

Structured Interventions: Need areas

Structured Intervention: Attitudes, Thinking and Behaviour (ATB)

Attitude, Thinking and Behaviour Structured Interventions aim to reduce recidivism by focusing on one or more of the following areas:

- making decisions
- solving problems
- achieving their goals
- managing the influence of anti-social relationships
- using pro-social interpersonal skills

These are skills intended to enable participants to overcome challenges and live a purposeful, pro-social lifestyle. Some ATBs will promote these skills within a specified cohort, for example 18-25 year-olds and people with either dangerous driving or drink driving offences.

Structured Intervention: Domestic Abuse (DA)

Domestic Abuse Structured Interventions aim to reduce Intimate Partner Violence (IPV) recidivism by focusing on one or more of the following areas:

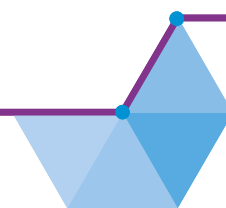
- Attitudes that support healthy relationships
- Aggression and anger management
- Emotional mismanagement / self-regulation
- Social skills
- Conflict Management Skills

These are skills intended to enable participants to overcome challenges in relationships and live a purposeful, pro-social lifestyle.

Structured Intervention: Emotional Management (EM)

Emotional Management Structured Interventions are designed to help participants explore and understand their use of violence, and to motivate them towards a violence-free life. Participants are encouraged to develop and strengthen the resources and protective factors that will support them in reducing the likelihood of using aggressive and / or violent behaviour. Participants are encouraged to develop realistic and meaningful personal goals that can help them live a more satisfying and pro-social life.

Structured Interventions will vary geographically. Please approach your Probation Court Team to access your local provision.








Section Three:

Greater Manchester
Integrated
Rehabilitative
Services



Greater Manchester Integrated Rehabilitative Services: Introduction

These interventions and services are for individuals who are sentenced to a Community / Suspended Sentence Order with a Rehabilitation Activity Requirement or on Licence / Post-Sentence supervision.

Greater Manchester Integrated Rehabilitative Services (should be used where an identified criminogenic need cannot be met through an Programme requirement, Structured Intervention or Community Sentence Treatment Requirement.

- Greater Manchester Integrated Rehabilitative Services will complement these primary interventions where they do not meet specific needs which the Commissioned Rehabilitative Service address or when needs remain outstanding following engagement in other interventions
- Greater Manchester Integrated Rehabilitative Services may be used to support motivation and engagement by attending to need areas that will enable / support completion of other interventions. For example, if it is assessed that someone needs support to stabilize their accommodation before attending an Accredited Programme or Structured Intervention

Greater Manchester Integrated Rehabilitative Services are available under the Dynamic Framework to address the following needs:

- **Accommodation**
- **Dependency and Recovery**
- **Education, Training and Employment (ETE)**
- **Personal wellbeing** (social inclusion, lifestyle and associates, family and significant others, emotional wellbeing)

- **Women's services** which include all of the above and also Finance, Benefits & Debt and Dependency & Recovery.

Having a single Women's Specific Service is intended to ensure that the Interventions are responsive to the specific needs and characteristics of Women Service Users. The service will be delivered in an environment which is safe and suitable for women and by staff who are trained in trauma-informed and trauma-responsive approaches and also in women-only group(s)

In the future, Greater Manchester Integrated Rehabilitative Services may be available to meet other criminogenic needs or be directed at specific cohorts. Probation court Practitioners will have access to a directory of services for Greater Manchester Integrated Rehabilitative Services interventions providing real time details of eligibility, suitability and availability, to inform proposal of a Rehabilitation Activity Requirement.

Greater Manchester Integrated Rehabilitative Services will deliver a range of interventions to Men aged 18+. Providers will tailor their activities to meet the complexity of a person's needs and which takes account of their protected characteristics. Greater Manchester Integrated Rehabilitative Services providers will liaise with Probation Practitioners and will agree an action plan which details the work which will be undertaken.

Accommodation Requirements

Services assist individuals to:

- Obtain or maintain suitable accommodation
- Overcome barriers to maintaining or obtaining suitable accommodation
- Prevented from homelessness

Dependency and Recovery Requirements

Services assist individuals to:

- Achieve abstinence or controlled/non-dependent or non-problematic substance misuse.
- Increase their understanding of addictive behaviours and triggers and explore suitable options available to reduce their dependency.
- Improve their physical health and mental resilience.
- Enhance their skills to manage risky situations which may pose a trigger or relapse.
- Improve their physical health and mental resilience.
- Establish Dependency Pathways to manage a range of addictive behaviours, including supporting access into other treatment providers and detox programmes.

Education Training & Employment Requirements

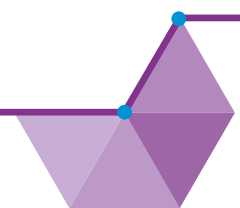
Services assist individuals to:

- Obtain suitable training, education and employment
- Overcomes barriers to obtaining/maintaining suitable training, education and employment
- Maintain suitable training, education and employment
- Demonstrate improvement in the skills and attitude which enable self-development and increase employability.

Personal Well-Being Requirements: Emotional Well-Being

Services assist individuals to:

- Coping skills and strategies to regulate mood and demonstrate perspective-taking and self-care by avoiding risky situations.
- Improved levels of self-efficacy, resilience and confidence.
- Ability to access and engage with mental health services and/ or comply with any medication/treatment/therapy programmes.
- Ability to recognise and manage triggers to worsening wellbeing.
- Ability to build and maintain appropriate social interactions



Personal Well-Being Requirements: Peer Support

Services assist individuals to:

- Improve pro-social self-identity and ability to access community-based support networks and/or engage in their community and able to make a positive contribution.
- Sustain engagement in pro-social leisure interests and purposeful activities.
- Reduce engagement with pro-criminal associates and activities and on negative peer relationships or networks, such as organised crime

Personal Well-Being Requirements: Family Support

Services assist individuals to:

- Develop or maintain positive family relationships and avoids harmful relationships.
- Demonstrate positive, confident and responsible parenting behaviours
- Improve ability to develop positive intimate relationships.
- Demonstrate positive coping strategies in the event of temporary or irretrievable breakdown of familial or other relationships.
- Comply with voluntary/ mandatory family or relationship-focussed programmes.

Women's specific services

Greater Manchester Integrated Rehabilitative Services will deliver a range of interventions to women aged 18+. Providers will tailor their activities to meet the complexity of a person's needs and which takes account of their protected characteristics.

Women's providers will:

- Deliver the activities by Supplier Personnel who are trained in and use a Trauma-Responsive Approach.
- Deliver the activities in women-only group(s) and/or with the option for Supplier Personnel who are women.
- Deliver the activities in a physical space that is safe and suitable for vulnerable women.
- Use materials which are gender specific where appropriate.
- Ensure activities are strengths-based and encourage women to build and develop transferable skills.
- Identify and address barriers (including child-care commitments, social isolation, religion, language and other cultural barriers, sexual orientation, domestic abuse, involvement with the sex industry, the impact of childhood sexual & physical abuse, controlling coercive relationships, substance dependency and lack of self-esteem) to achieving personal change

Greater Manchester Integrated Rehabilitative Services providers will liaise with Probation Practitioners and will agree an action plan which details the work which will be undertaken.

Accommodation

- Women obtain or maintain suitable accommodation
- Women overcome barriers to maintaining or obtaining suitable accommodation
- Women are prevented from becoming homeless

Education Training & Employment Requirements

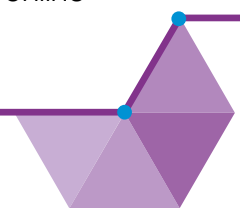
- Women obtain suitable training, education and employment.
- Women overcome barriers to obtaining/maintaining suitable training, education and employment.
- Women maintain suitable training, education and employment.
- Women demonstrate improvement in the skills and attitudes which enable self-development and increase employability.

Dependency & Recovery Requirements

- Women achieve abstinence or controlled/non-dependent or non-problematic substance misuse.
- Women increase their understanding of addictive behaviours and triggers and explore suitable options available to reduce their dependency.
- Women improve their physical health and mental resilience.
- Women enhance their skills to manage risky situations which may pose a trigger or relapse.
- Women improve their physical health and mental resilience.
- Women establish Dependency Pathways to manage a range of addictive behaviours, including supporting access into other treatment providers and detox programmes.

Finance Benefit & Debt Requirements

- Women's financial management skills are developed and/or enhanced.
- Women can successfully navigate the benefits system, including online banking skills.



- Pathways are established to help women maintain and sustain an income, safely manage money and reduce debt.
- Women gain access to appropriate financial products, advice and/or services.
- Women gain quick access to universal credit.

Personal Well-Being Requirements: Emotional Well-being

- Women develop coping skills and strategies to regulate mood and demonstrate perspective-taking and self-care by avoiding risky situations.
- Women develop improved levels of self-efficacy, resilience and confidence.
- Women develop the ability to access and engage with mental health services and/or comply with any medication/treatment/therapy programmes.
- Women develop the ability to recognise and manage triggers to worsening wellbeing.
- Women develop the ability to build and maintain appropriate social interactions.

Personal Well-Being Requirements: Family Support

- Women develop or maintain positive family relationships and avoid harmful relationships.
- Women demonstrate positive, confident and responsible parenting behaviours.
- Women improve the ability to develop positive intimate relationships.
- Women demonstrate positive coping strategies in the event of temporary or irretrievable breakdown of familial or other relationships.
- Women comply with voluntary/mandatory family or relationship-focussed programmes.

Personal Well-Being Requirements: Peer Support

- Women improve pro-social self-identity and ability to access community-based support networks and/or engage in their community and able to make a positive contribution.
- Women sustain engagement in pro-social leisure interests and purposeful activities.
- Women reduce engagement with pro-criminal associates and activities and on negative peer relationships or networks, such as organised crime.


Personal Well-Being Requirements: Social Inclusion

- Women secure early post-release engagement with community-based services.
- Women develop and sustain social networks to reduce initial social isolation.
- Women develop resilience to cope with challenges and barriers on return to the community



Section Four:

Approved Suite
of Probation
Practitioner Toolkits



Approved Suite of Probation Practitioner Toolkits: Introduction

Probation Practitioners can deliver change work directly with people they are supervising with a RAR. To support this 1-1 work there is an Approved Suite of Probation Practitioner Toolkits ('ASPPTs'): evidence informed materials that give a structure for addressing identifiable needs and supporting people to build personalised strengths and capacity for living a crime free, positive life. All of the ASPPTs, and any future refinements to them, are approved via HMPPS Effective Intervention Panel and further endorsed by the Accredited Programme Intervention Delivery Strategy Board.

Where ASPPTs material are being used in a structured and planned way to address rehabilitative needs, this work, for Community and Suspended Sentence Orders, ASPPTs would be delivered under the Rehabilitation Activity Requirement (RAR). Toolkit material can also be delivered outside of RARs within scheduled sentence management appointments supporting activities such as:

- Addressing areas around assessment and planning
- Enforcement
- Reviewing progress against the sentence plan
- Attending to risk concerns
- Safeguarding
- Supporting compliance
- Sustaining and increasing motivation and engagement
- Providing information/signposting

As needs factors often overlap, they benefit from being addressed holistically therefore the ASPPTs will contain material which can align with and supplement other interventions. Used in this way, toolkits are a 'wraparound' intervention which can support consolidation of gains achieved from other interventions within a sentence plan. This supports a 'golden thread of change work' to address offending-related needs and build strengths to support desistance.

For some individuals, toolkit materials might form the core of the change work that is delivered. This will be dependent on their assessed needs, suitability for and the availability and provision of other interventions.

'It starts a thought process in your head and it opened a lot up for me'

*Mr. F
Graduate of Skills for Relationships*

Toolkits should be used responsively to attend to the individual's current needs and circumstances. The Probation Practitioner will use their professional judgement to consider each individual's needs and what to deliver to meet these.

Choices and Changes

The Choices and Changes resource pack has been developed for young adult men (aged 18-25) in order to support the development of psychosocial maturity and pro-social choices, and is designed to target and assist with six priority needs:

- 

Developing a stable, pro-social identity
- 

Building resistance to peer influence
- 

Developing self-sufficiency and independence
- 

Building skills to manage emotions and impulses
- 

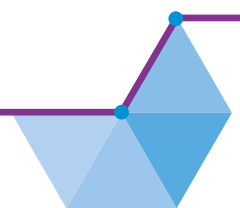
Increasing future orientation
- 

Strengthening bonds with family and other close relationships.

Choices and Changes is available to those young adult men:

- who are unable to access Accredited Programmes but have a need to develop maturity
- who are suitable for Accredited Programmes, but not yet ready to engage due to low maturity
- who have previously completed an Accredited Programme, but who still need to develop maturity

Choices and Changes has been designed to be flexible and responsive to the needs of an individual, delivered on a **one-to-one basis** during supervision. It can be used by any member of staff, but ideally keyworkers and Probation Practitioners. There is no formal training required to deliver the content: the most important factor is that the person delivering the exercises can relate to, understand and be responsive to the individual they are working with. The delivery style should be encouraging and supportive.



Developing Dialogues

Developing Dialogues is a toolkit containing 44 discussion-based exercises which aims to develop, facilitate and support constructive discussions between Probation Practitioners and participants, to examine and address issues associated with extremism.

Developing Dialogues is intended to help practitioners explore issues, events or behaviours that have led to credible concerns about an individual's interest or involvement in extremist activity or offending.

Discussions are designed to encourage participants to question their interest and involvement and reduce this where it is deemed potentially problematic or harmful.

This is balanced with exploration around how individual strengths, attributes, values, relationships and opportunities may build personal resilience and divert individuals from potentially continuing down a pathway towards extremist offending.

The intended outcomes underlying the modules and discussions of Developing Dialogues are to enable individuals to:



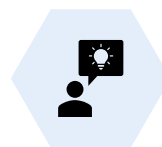
Meet their personal needs without becoming committed to an extremist group, cause or ideology to meet these



Express and manage challenging emotions associated with their interest in, or engagement with an extremist group, cause or ideology



Strengthen their own sense of personal agency in making decisions about their current and future commitments and life

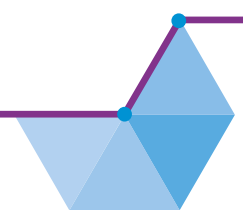
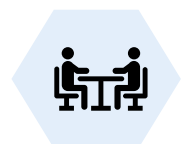


Express their values and pursue their goals legitimately without being interested in or engaged with an extremist group, cause or ideology



Prevent or reduce harmful thinking, beliefs and attitudes associated with an extremist group, cause or ideology

Developing Dialogues is delivered on a one-to-one basis, providing structure within the supervision process, assisting Probation Practitioners to plan, prepare and deliver the sentence plan. Materials support preventative work where appropriate and build practitioner confidence and competence in addressing concerns around extremism and extremist offending.



Maps for Change

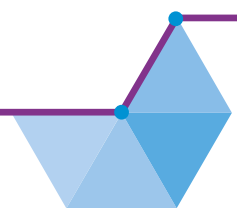
Maps for Change is a toolkit of exercises for Probation Practitioners to use to help structure one-to-one supervision with men convicted of sexual/sexually-motivated offences who are not eligible for an Accredited Programme. The exercises in the toolkit are aimed at helping the individual to develop skills and strengths to maintain an offence-free lifestyle.

The Maps for Change toolkit is organised to strengthen protective factors linked to sexual offending in the following areas:

-  **Signpost Map**
-  **Pro-Social Networks – Relationships**
-  **Positive Routine – Employment**
-  **Social Investment – Giving Something Back**
-  **Commitment to Desist**
-  **Smarter Internet Use**

There are also supplementary exercises which support many of the exercises included in the listed areas.

The Maps for Change package consists of over 40 structured exercises that are **delivered on one-to-one basis**. These exercises are designed to build the necessary skills and behaviours to help men desist from future sexual offending.



New Me MOT

New Me MOT is a toolkit of short exercises that enable the Probation Practitioner to support graduates of the following Accredited Programmes:

- Becoming New Me + (all strands: Sexual, General Violence and Intimate Partner Violence)
- Cognitive Self-Change Programme
- Healthy Sex Programme
- Horizon
- iHorizon
- Kaizen (all strands: Sexual, General Violence and Intimate Partner Violence)
- Living as New Me
- New Me Strengths (all strands: Sexual, General Violence, Intimate Partner Violence and Acquisitive)
- Self-Change Programme

New Me MOT assumes an understanding of the core concepts and language used within those stated Accredited Programmes and encourages participants to consolidate and build on their learning, and to generalise this to different contexts throughout the remainder of their sentence.

The participant's engagement in the exercises provides the Probation Practitioner with critical information to inform decision making in relation to the direction of the sentence. Those that take up the offer of support do so on the understanding that they:



Provide evidence of self-monitoring (Learning Logs)



Trial, evaluate, and refine their future plans for living (the New Me Life Plan)



Continue to develop skills and work towards realising their goals



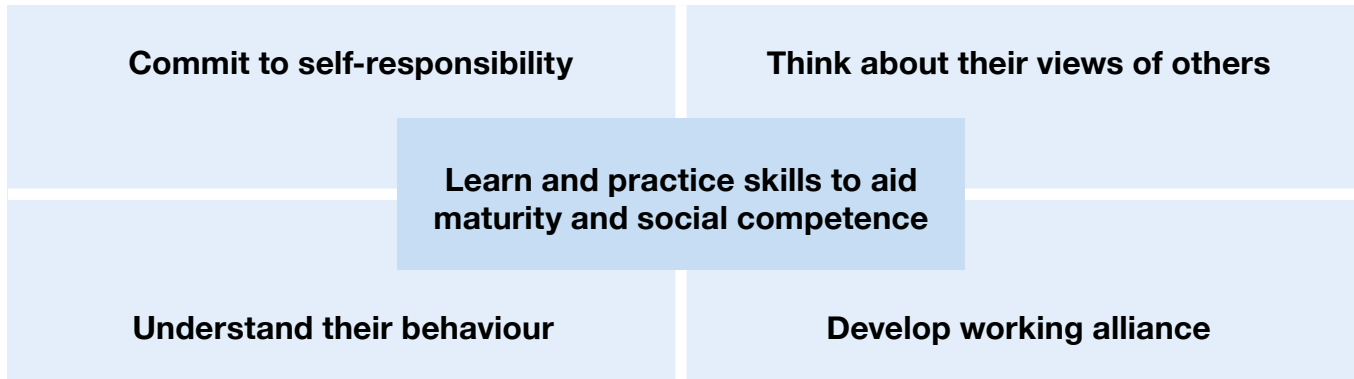
Continue to develop support networks (Support Spiders/ New Me circles) to strengthen their efforts to explore the potential of change

The Pack Library contains brief exercises designed to meet a diverse range of needs in a structured yet flexible way. They are exercises that can be used to support and provide structure to supervision; address needs and enhance skills to deal with the problems that the individual faces in their everyday life. Exercises offer maximum flexibility within the context of supervision, for example, they can be used within a supervision session or they can be set as work for the individual to complete between meetings. They can be used to support supervision delivered on a one-to-one basis or on a small-group basis.

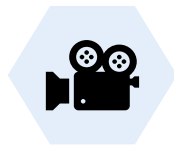
Skills for Relationships

The Skills for Relationship Toolkit (SRT) combines Accredited Programme content from the Building Better Relationships Programme with a flexible delivery approach to enable brief rehabilitative conversations delivered during the routine supervision of people with Intimate Partner Violence offences.

SRT can be viewed as a workbook consisting of 27 exercises, designed to support desistance by enabling conversations in supervision that help participants:



Each exercise is based around an animated clip (lasting between 1 and 5 minutes) intended to achieve a specific learning outcome that forms the basis of a rehabilitative conversation. Separate sets of clips exist for men with female victims and men with male victims.

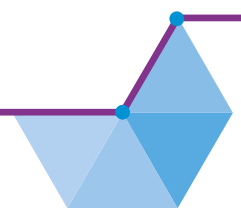
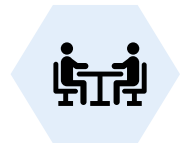


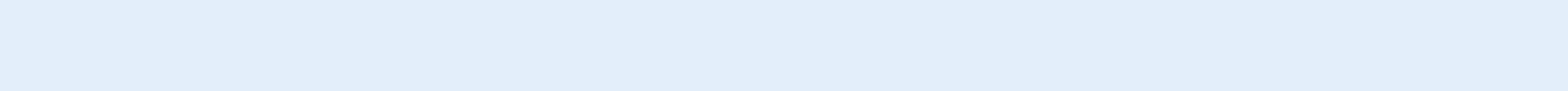
The key focus of the toolkit is helping people cope with the complexities and pressures of their relationship without getting into conflict. The toolkit enables this by supporting them to decide how they want their relationships to be; recognise their strengths; and develop new relationship skills.

SRT should be prioritised for supervised individuals who are medium and high risk on the Spousal Assault Risk Assessment (SARA)

who – for whatever reason – are not able to access the Building Better Relationships Accredited Programme which would be the preferred programme for this group.

Probation Practitioners will use SRT to engage participants during the brief time slots of routine supervision. Professional judgement will be used to determine when to deliver material within the individual's sentence plan.





Stepping Stones

Stepping Stones is intended to be used with men who are assessed as low to medium risk of serious harm, although it may also be used for those assessed as high risk of serious harm in exceptional circumstances (such as individuals who either do not meet Accredited Programme risk of reconviction and need criteria or do, but are unable to access due to insufficient time on their Order/Licence).

Stepping Stones can be used to support practitioners to hold discussions and to complete exercises which seek to support the individual to lead an offence free life. The material can be used in a flexible way and tailored to meet the needs of each participant.

Flexible toolkit

Exercises contained across three manuals to support Probation Practitioners.

Strengths-based

All exercises are designed to help participants to identify and develop strengths which support people to lead more meaningful lives.

Future focused

All exercises are designed to support participants to take responsibility for their future lives and to develop non-offending identities.

Stepping Stones consists of a range of suggested discussion, skills or practical based exercises that have been organised into three manuals to support practitioners to build on protective factors. These are:

Strengths (internal protective factors):

What the person has within themselves to support pro-social behaviour. This can include hopefulness and well-developed social skills, positive attributes such as showing kindness and things a person does well.

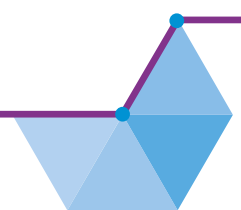
Resources (external protective factors):

What the person can draw on from the world around them to support pro-social behaviour. This includes rewarding personal relationships, satisfaction in their employment, investment in their community.

Motivation:

How motivated the person is and how able to respond to and make a positive commitment to activities and restrictions that manage the risk of serious harm, taking account of any learning difficulties.

The materials are intended to be used with supervised individuals as a flexible **one-to-one resource**, considering the needs and strengths of the individual.





Section Five:

Community
Sentence Treatment
Requirement

Electronic Monitoring

Unpaid Work



Community Sentence Treatment Requirement: Overview

This is a partnership between the Ministry of Justice, Department of Health and Social Care, NHS England and NHS Improvement, Public Health England and Her Majesty's Prison and Probation Service.

Many people who offend experience mental health and substance misuse problems, but the use of treatment requirements as part of a Community Order or Suspended Sentence Order remains low. Improved partnership working can increase the use of treatment requirements, particularly as an alternative to short custodial sentences. The three treatment requirements are:

- Mental Health Treatment Requirements (MHTRs)
- Drug Rehabilitation Requirements (DRRs – which includes drug testing)
- Alcohol Treatment Requirements (ATRs)

Individual Requirements

Age: 18 +

- Convicted of an offence which falls within the CO/SSO sentencing threshold and presents with mental health, substance misuse and associated vulnerabilities
- Requirement of treatment related to mental health and/or substance misuse
- Expressed willingness to comply with the requirement (consent) and a provider is willing to oversee the requirement.

The CSTR sites are currently covering 20% of the population in England; our first area in Wales commenced in April 2021.

Please note, all areas will have access to:

- Drug Rehabilitation Requirements
- Alcohol Treatment Requirements
- Mental Health Treatment Requirements, for those with severe mental illness who may be supported by secondary care services

Availability and local multi-agency working arrangements will vary geographically. Please approach your local Probation Court Team to access your local Community Sentence Treatment Requirement offer.

Electronic Monitoring: Overview

Electronic Monitoring can be both a requirement and a way in which other requirements are enforced. There are three forms of Electronic Monitoring (EM) available in all courts in England and Wales, all of which use a tag which is fitted to the individual's ankle:

- **Curfew monitoring using a Radio Frequency (RF) tag**
- **Location monitoring using a satellite enabled (GPS) tag.** This can be used to monitor one or more of the following:
 - compliance with exclusion requirements (i.e. not to enter a specific location or address)
 - attendance at a particular activity such as an education programme
 - a person's whereabouts, known as 'trail monitoring'. Where trail monitoring is imposed, the Probation Practitioner is given retrospective access to a person's movements for any given period. Trail Monitoring is not available for court bail, or as a sentencing option for under-18s
 - compliance with a curfew requirement (where imposed alongside one of the above uses)
- **Alcohol monitoring using a transdermal tag.** This is currently used to monitor compliance with an Alcohol Abstinence and Monitoring Requirement (AAMR) – see next page.

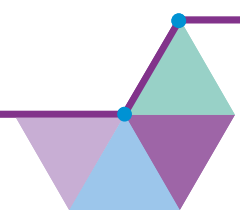
Electronic Monitoring Services provide both field (equipment installation and removal) and monitoring services, for curfew and location monitoring, and will notify the Probation Practitioner of any breach. EM is a flexible tool which may be used in a variety of contexts, including reducing the risk of absconding, further offending and interfering with witnesses as well supporting the fair administration of justice.

It can promote the purposes of sentencing, namely punishment, rehabilitation, deterrence, public protection and reparation.

Can be flexibly applied dependent on offence, individual demographic and the circumstances of the case

- Can support rehabilitation if used in a targeted way
- Conditions should be tailored to individual circumstances where necessary and appropriate
- Can deter offending and help break the cycle of offending
- Can be deployed flexibly to support defendants to maintain family ties and work commitments
- Provides robust information of compliance with the requirement imposed and supports Probation Practitioners in the management of supervised individuals

EM is designed to be used justly, proportionately and for a purpose by taking account of the circumstances of the case and the individual's background, offending behaviour, circumstances and characteristics. The most appropriate technology should be used, reflecting the hours and/or geographical area necessary to deliver the required outcome (for example deterrence) or serve a specific purpose (for example preventing contact), and its use should be no more severe than is necessary.



Alcohol Abstinence and Monitoring Requirement

The Alcohol Abstinence and Monitoring Requirement (AAMR) is an additional tool available to the Judiciary to address alcohol related offending and support rehabilitation.

It imposes a total ban on alcohol consumption for a maximum of 120 days and requires offenders to have their compliance electronically monitored.

An AAMR can only be imposed on those who are over 18 and cannot be used on individuals who are alcohol dependent or have an Alcohol Treatment Requirement recommended or currently in place. It is recommended that this assessment is done as part of the Pre Sentence Report (PSR) stage.

Unlike other Electronic Monitoring devices, the alcohol tag can be used where the offender is of no fixed abode.

Whilst it is considered a punitive sanction, the findings from the pilots have suggested that there are possible rehabilitative elements.

Offence types:

- No offence should be excluded from AAMR so long as the offence is alcohol related.
- An AAMR can be used as a standalone however, evidence suggests that it is most effective alongside other rehabilitative requirements.
- In cases where there are indications of domestic abuse, other supporting factors such as an Accredited Programme or Rehabilitation Activity Requirement (RAR) may want to be considered.

Other considerations:

- If an individual breaches their AAMR, and appears before the court again, the period of AAMR may be extended up to the full 120 days if there is any time remaining on the Order.
- An AAMR may be imposed more than once on an individual i.e. where an individual has previously been convicted and an AAMR was imposed, a subsequent conviction may result in a court imposing an AAMR again.

An AAMR can:

- Support the reduction in alcohol related crime
- Support defendants to abstain from alcohol which can in turn improve relationships, finances, employment prospects etc

Unpaid Work: Overview

Unpaid Work is a Requirement where individuals undertake projects in their community; for example, picking litter, planting trees or decorating a community centre. The work must benefit their local community, not take paid work away from others and not make a profit for anyone. The requirement must be completed within 12 months of sentence. Sentences of between 40-300 hours can be imposed, reflecting the seriousness of the offending:

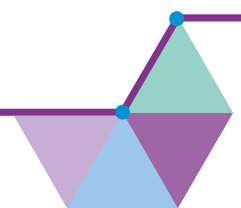
Low level Community Order or Suspended Sentence Order	40 – 80 hours of Unpaid Work
Medium level Community Order or Suspended Sentence Order	80 – 150 hours of Unpaid Work
High level Community Order or Suspended Sentence Order	150 – 300 hours of Unpaid Work

From 26 June 2021 the Probation Service will become responsible for the delivery of Unpaid Work in England and Wales. In the unified model Unpaid Work will build on the best practice from Community Rehabilitation Companies to improve the quality and consistency of delivery, whilst ensuring that requirements are completed within 12 months:

- Placements will be visible to the public, with projects and placements contributing to the community. Tangible benefits will be provided, with the ability of local communities to nominate work placements.
- We are introducing mandatory progress reviews at six and nine months to improve completion rates and we are standardising the Unpaid Work assessment and induction processes.

The Unpaid Work requirement is available as a sentence of the Court for all offences suitable for a Community Order and all individuals regardless of ability, their risk of harm or their risk of reoffending. It does not require the defendant's consent.

The Unpaid Work Requirement is available to individuals who do not speak English. Translation services are available in all Regions to support effective communication and safe working. We are also planning the development of instructional videos for the most common tasks with translated versions being made available.



The Requirement can be delivered in a number of ways to meet the needs of Unpaid Work beneficiaries receiving the labour and supervised individuals:

Group projects: the most effective way to deliver Unpaid Work at high volume. Working as a group encourages a broad mix of individuals to work together towards a common goal; promoting teamwork and effective communication in a work environment

Individual placements: an effective way to enable an individual unable or unsuitable for group work to complete their hours more flexibly

Independent projects: an innovative delivery solution introduced in response to COVID-19 and social distancing restrictions. It is not appropriate for all individuals but can be used to deliver the Requirement where group or individual placements are not possible

Work is underway to work with national charities and other Government Departments to promote the benefits of Unpaid Work, driving the development of projects with an environmental and sustainability focus and where on the job learning is embedded to improve educational and vocational outcomes. A proportion of Unpaid work placements are expected to have an environmental/ sustainability focus and this target will contribute towards the Ministry of Justice sustainability commitment.

The Equality Act 2010 provides a cross cutting legislative framework to protect the rights of individuals and promote equality of opportunity. Unpaid Work teams ensure there is a sufficient range and quantity of placements to meet the requirements of all supervised individuals.

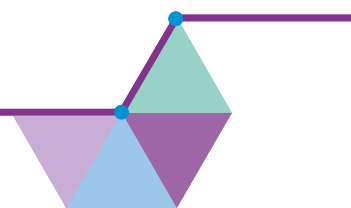
- The Department for Work and Pensions (DWP) has provided guidance that individuals claiming Employment and Support Allowance (ESA) can undertake permitted work. Furthermore, any work performed as part of an Unpaid Work Requirement is considered exempt (permitted) work for ESA purposes. Careful consideration is given to the type of work the individual is instructed to undertake, to ensure it is within their abilities.

- Women subject to Unpaid Work are offered a choice not to be placed in all male work environments and where possible women only placements are sourced.

'If I am honest Unpaid Work was the best thing to happen to me at that time'

Miss M (after completing Unpaid Work hours)

Humberstone, Lincolnshire & North Yorkshire CRC





HM Prison &
Probation Service

Probation
Service

