Community Payback in action

Front cover images. Left: A Community Payback team in Bolton helped Jim gain wheelchair access to his allotment. | Top right: Unpaid work in Crewe supports a children’s centre for the disabled | Middle right: Staff from CGM CRC, HMP Styal and Shelter meeting to discuss women’s offender services | Bottom right: a service user being tested for opiates

PATHS TO SUCCESS
YOUR GUIDE TO INTERVENTIONS | SUMMER 2019
Working with colleague practitioners in the National Probation Service (NPS), we have refreshed and extended the Rate Card services available from Cheshire & Greater Manchester (CGM) CRC, making them more relevant and accessible to those practitioners, having listened to their feedback.

The services have been designed to reflect the needs of service users across CGM, and to help support both sentencing intention and rehabilitative outcomes. We have called our approach “Paths to Success” signifying a set of interventions which are known to address the causes of offending. We deliver directly using our own staff, and through Voluntary, Community and Social Enterprise (VCSE) partners such as P3, Shelter and 3SC, and commission both generic and specific services to ensure all service users can have access to the interventions they need to help them make better choices.

DELIVERING QUALITY INTERVENTIONS

Our focus is to develop and deliver the most appropriate interventions for service users and, in accordance with best effective practice, we have consulted with service user representatives to ensure that the interventions offered are both relevant and accessible. We have sought input from other key stakeholders including the NPS, CRC staff, victims, families and the community sector. Services will continue to be developed as part of our quarterly review process.

Underpinning our approach to rehabilitative delivery is our Interchange Model based on three elements; Intervene, Interact and Integrate. These elements combine to support service users to make better and more informed life choices. The Interchange Model is grounded in a robust and independent research base to provide the evidence which informs our delivery.
Operational delivery is managed against Key Performance Indicators (KPIs) based on a number of factors including success rates, quality of delivery and service user feedback. Our accredited interventions and discretionary services are rigorously monitored and evaluated using standard Ministry of Justice (MoJ) guidelines and best practice. Quality and consistency of delivery is also achieved by using both CRC case managers and staff from the VCSE sector, all of whom are appropriately trained and vetted.

DEVELOPING A LOCALISED PARTNERSHIP APPROACH ACROSS CHESHIRE & GREATER MANCHESTER

We contribute to shaping future service delivery and design by working closely with key local stakeholders including the Mayor’s Office, PCCs, Local Authorities, CCGs and VCSE sector. This approach creates strong service integration and cohesion.

Working in partnership with the community and the VCSE sector is a fundamental part of our operational delivery model. We have commissioned a diverse range of organisations to deliver interventions on our behalf. Our partners are selected based on their high levels of expertise, knowledge and experience in supporting service users with multiple problems. They include Partners of Prisoners, Shelter and Greater Manchester Women’s Alliance. All partners are quality monitored and contract managed to the highest standards.

Chris Edwards
Chief Executive, CGM CRC
ABOUT CHESHIRE & GREATER MANCHESTER CRC

CP Team 1-Manchester, Salford, Trafford
CP1PlacementCoordinator@interservejustice.org

CP Team 2-Cheshire
CP2PlacementCoordinator@interservejustice.org

CP Team 3-Stockport, Tameside, Oldham, Rochdale
CP3PlacementCoordinator@interservejustice.org

CP Team 4- Wigan, Bury, Bolton
CP4PlacementCoordinator@interservejustice.org
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<tr>
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<th>Probation Office</th>
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<tr>
<td>1</td>
<td>Bolton and Bury Probation Office</td>
<td>Nautica House, Waters Meeting Road, Bolton, BL1 8SW</td>
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<td>Atherton Probation Office</td>
<td>Atherton Probation Office, 81 Gloucester Street, Atherton, Greater Manchester, M46 0JS</td>
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<td>3</td>
<td>Wigan Probation Office</td>
<td>Coops Business Centre, 11 Dorning St, Wigan, WN1 1HR</td>
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<td>4</td>
<td>Warrington</td>
<td>Priory House, 4-6 Mersey Street, Warrington, WA1 2AZ</td>
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<td>5</td>
<td>Cheshire West</td>
<td>Jupiter House, Jupiter Drive, Chester West Employment Park, Chester, CH1 4QS</td>
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<td>6</td>
<td>Halton</td>
<td>Norton House, Crown Gate, Runcorn, WA7 2UR</td>
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<tr>
<td>7</td>
<td>Salford Probation Office</td>
<td>2 Redwood Street, Salford, M6 6PF</td>
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<td>8</td>
<td>City of Manchester</td>
<td>12 Minshull Street, Manchester, M1 3FR</td>
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<td>9</td>
<td>Rochdale Probation Office</td>
<td>Unit 2, Chichester Business Centre, Rochdale, OL16 2AU</td>
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<td>10</td>
<td>Oldham Probation Office</td>
<td>1 Cromwell Court, Brunswick Street, Oldham, OL1 1ET</td>
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<td>Ashton Probation Office</td>
<td>Birchcroft, Ashton Under Lyne, OL7 0DH</td>
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<td>Stretford Probation Office</td>
<td>1 Newton Street, Stretford, Manchester, M32 8LG</td>
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<td>Cheshire East</td>
<td>Macclesfield Fire Station, Chester Road, Macclesfield, SK11 8PT</td>
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<td>Stockport Probation Office</td>
<td>Unit 2 Cirtek House, Higher Hillgate, Stockport, SK1 2QD</td>
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<td>15</td>
<td>Cheshire East</td>
<td>Cedric Fullwood House, Gateway, Crewe, Cheshire, CW1 6YY</td>
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www.cgmcrc.co.uk
BUILDING BETTER RELATIONSHIPS (BBR)

This nationally accredited programme reduces reoffending by adult males convicted of intimate partner abuse. The course will teach individuals how to develop and manage positive relationships. It includes a mixture of group work and one-to-one sessions.

The programme is supported by a Partner Link Worker (PLW) who will offer support to the victim. This offer is voluntary. The aim is to support the victim/partner of the service user whilst they are participating in the programme. All referrals require a PLW endorsement before the start of the intervention. On receipt of the referral form the PLW will contact the victim/partner either by telephone or letter and offer them support throughout the duration of the intervention.

HOW TO REQUEST THIS SERVICE

Where an Accredited Programme is court ordered, the requirement should be transferred to the CRC using the 'Request Transfer'. The process to follow is outlined on page 58 of this brochure.

Where a referral is made that is not court ordered, please use

- **Non-Statutory Intervention Type:**
  - ES - RAR Programme or PSS - Accredited Programme

- **Non-Statutory Intervention Sub-Type:**
  - Building Better Relationships
PROGRAMME AIMS

- enable the participant to develop insight into their own behaviour
- identify stress and trigger points that lead to abuse
- learn more about the behaviour that damages relationships
- gain a better understanding of themselves
- understand how their personal issues play a part in partner abuse
- discover their strengths and build on them to improve relationships

ELIGIBILITY

- males who have committed an offence related to domestic abuse against a female partner/or ex-partner with whom they have or had an intimate relationship
- individuals likely to be able to achieve the learning outcomes
- minimum 18 month Community Order

NOT SUITABLE

- women
- violence in same-sex relationships
- individuals with serious mental health problems or severe drug dependency

DURATION

- 26 group sessions
- 6 individual sessions
- 33 days
RODELL: ‘ON BBR I LEARNED HOW TO THINK ABOUT OTHER PEOPLE’S PERSPECTIVES’
Building Better Relationships helps Rodell to think first

Rodell* was convicted of domestic assault after getting involved in a heated row with his ex-partner over access rights to his children. He was sentenced to an 18 month Community Order and a requirement to complete 80 hours Community Payback as well as the programme Building Better Relationships (BBR).

Rodell, who had never previously committed a similar offence, has said that the experience combined with what he has learned on BBR has caused him to re-evaluate his life.

The military veteran said: “I wasn’t big enough to admit that I needed help and guidance, and that I was unable to deal with the passion and emotion of the situation when I committed the offence.

“The moment I began BBR I wanted to learn. It’s given me the tools and a method to stop me from getting into trouble again.

“On BBR I learned how to think about other people’s perspectives – the ability to let go of something if you cannot change it; I’ve always struggled with that. I couldn’t comprehend how to do it. I’m not there yet, but I’m trying.

“I wasn’t able to cry. I wasn’t able to be honest. In Jamaica there’s a prevalent view that being a man is often based on dominance. I was also in the Army. I liked things running like clockwork and wanted the world to fit in around me.

“Learning that life’s not like that is a big deal, and I’ve only just taken the first steps. But I am trying.”

Rodell is about to marry and is committed to change: “My children are my world and I understand that my actions hurt my ex-partner and also hurt my kids. I want to do everything within my power to stop that from ever reoccurring.”

BBR helps men who have committed domestic abuse to develop the skills to have healthy relationships.

*name has been changed
Drink Impaired Drivers (DID) is an accredited programme designed to teach service users how to avoid driving whenever they have been drinking. This structured programme will tackle poor planning, ignorance of alcohol and its effects, lack of consideration for others and poor decision-making skills. The course does not aim to control problem drinking but will ensure that drinking of any sort is not followed by driving.

**HOW TO REQUEST THIS SERVICE**

Where an Accredited Programme is court ordered, the requirement should be transferred to the CRC using the ‘Request Transfer’. The process to follow is outlined on page 58 of this brochure.

Where a referral is made that is not court ordered, please use

- **Non-Statutory Intervention Type:**
  ES - RAR - Programme or PSS - Accredited Programme

- **Non-Statutory Intervention Sub-Type:**
  Drink Impaired Drivers
PROGRAMME AIMS

- educate participants on alcohol units and their own consumption
- generate alternatives to drink driving
- control thoughts, feelings and actions
- demonstrate changed attitudes to drink driving
- control thoughts and increase motivation to change

ELIGIBILITY

- male and female service users
- low/medium RoSH and OGRS 50 and under
- minimum 12 month Community Order

NOT SUITABLE

- service users with four or more previous convictions
- those with serious drug and/or alcohol problems
- first drink/drive conviction (unless aggravated)

DURATION

- 1 individual session pre- and post-programme
- 14 group work sessions
- 17 days
MARK: ‘I’VE LOST WEIGHT. I FEEL A LOT HEALTHIER. I’M GETTING ON BETTER WITH MY WIFE’
The Drink Impaired Drivers Scheme inspires Mark to make substantial changes

When the father-of-two was sentenced for driving while over the alcohol limit for the second time in five years, he was put on the Drink Impaired Drivers Scheme (DID).

He had committed the offence driving home after an argument with his business partner in the pub they ran together.

Mark said: “On the night I made a number of bad decisions. I’d been drinking off and on for a few hours, it was well after midnight, I couldn’t get a taxi for a couple of hours and I felt if I went back in the pub I’d get into a fight.

DID is for any individual who has a previous conviction for drink driving. It includes 14 group work sessions run by two of the CRC programme tutors.

Mark said: “When I started the programme it was awkward for all of us. It was interesting seeing what situations different people had faced. I was there with solicitors, dinner ladies and self-employed people. I’d also initially thought it would all be about getting told off. But it was more about looking at what we had to do differently to avoid getting back behind the wheel in such a state.

Completing the course has caused Mark to address how much he was drinking.

He said: “It’s a slippery slope. Monday night was darts night, so I drank at that; Tuesday night was pub quiz, the same again - and so on. Now I’m really careful not to drink on a daily basis. I don’t have alcohol in the house. I’ve lost weight, I feel a lot healthier, I’m getting on better with my wife because I’m home earlier and we are doing more together.”

Mark so impressed his DID tutor Susy Barnes that she has encouraged him to speak at a subsequent DID course to describe what he got out of it. She said: “Mark was very, very open. He explained how participating in the course made him think critically about his life.”

Mark added: “I think teenagers learning to drive should do the course, they’d learn so much from it.”

DID helps participants to reassess their habits and develop new strategies to avoid drinking and driving.
RESOLVE is an accredited programme which will reduce the likelihood and seriousness of violent and aggressive behaviour in male service users. The programme uses group work and one-to-one sessions to help participants to understand the reasons and triggers for their violent offending and continued use of violence.

**HOW TO REQUEST THIS SERVICE**

Where an Accredited Programme is court ordered, the requirement should be transferred to the CRC using the ‘Request Transfer’. The process to follow is outlined on page 58 of this brochure.

Where a referral is made that is not court ordered, please use

- **Non-Statutory Intervention Type:**
  - ES - RAR Programme or PSS - Accredited Programme
- **Non-Statutory Intervention Sub-Type:**
  - Resolve
PROGRAMME AIMS

→ enable participants to understand when and why people use violence and aggression
→ recognise thoughts, feelings, behaviours and situations that underpin their own violent behaviour
→ use practical strategies to desist from violent behaviour
→ improve self-control
→ develop ongoing strategies to create long-term change

ELIGIBILITY

→ men aged 18+ with an index offence for violence
→ medium/high risk of violent reconviction
→ high RoSH
→ OVP 30-60 or OGRS score 50-75
→ minimum 18 month Community Order

NOT SUITABLE

→ women
→ perpetrators of domestic abuse
→ perpetrators of sexually motivated offences
→ those with serious mental health problems
→ those unlikely to achieve learning outcomes

DURATION

→ 22 group sessions of 2.5 hours
→ 4 individual sessions
→ 1 post-programme session
→ 28 days
THINKING SKILLS PROGRAMME

This programme will address attitudes and thinking associated with offending behaviour. It uses interactive group work to help service users to examine how emotions and thinking effects their behaviour.

Participants are taken through three modules: self-control, problem solving and positive relationships. Exercises include looking at social circles, gaining perspective and making plans. Individuals are encouraged to develop a plan to help them to deal with difficult emotions or situations.

How to Request This Service

Where an Accredited Programme is court ordered, the requirement should be transferred to the CRC using the ‘Request Transfer’. The process to follow is outlined on page 58 of this brochure.

Where a referral is made that is not court ordered, please use

- **Non-Statutory Intervention Type:**
  ES - RAR Programme or PSS - Accredited Programme

- **Non-Statutory Intervention Sub-Type:**
  TSP (Thinking Skills)
PROGRAMME AIMS
→ improve problem solving and goal setting skills
→ develop emotional self-management
→ consider other people’s perspectives and emotional responses
→ focus on expanding positive relationships

ELIGIBILITY
→ minimum 12 month Community Order
→ those who demonstrate thinking deficits
→ those with dyslexia or literacy needs
→ medium or high RoSH
→ suitable for acquisitive offending
→ OGRS score 50+

NOT SUITABLE
→ index offence of violence
→ domestic abuse perpetrators
→ those with substance misuse dependency

DURATION
→ 15 group sessions
→ 4 individual sessions
→ 1 post-programme session
→ 21 days
Breaking Free Online is a substance misuse recovery course. It is an accredited programme which is proven to achieve positive outcomes for service users. Breaking Free Online enables participants to talk openly about issues relating to their substance misuse, offending and recovery.

This confidential programme is delivered through a digital platform targeting substance misuse and offending. It can be delivered through PCs, tablets or smart phones and to groups up to 12 participants.

**HOW TO REQUEST THIS SERVICE**

Breaking Free Online is available as an Accredited Programme or RAR/License intervention.

**Accredited Programme Referral**

Where an Accredited Programme is court ordered, the requirement should be transferred to the CRC using the ‘Request Transfer’. **The process to follow is outlined on page 58 of this brochure.**

**RAR/License Condition Referral**

A referral form should be completed and attached to the NSI. **The process to follow is outlined on page 58 of this brochure.**

- **Non-Statutory Intervention Type:**
  - ES_Drugs/Alcohol CGM

- **Non-Statutory Intervention Sub-Type:**
  - Breaking Free Online
PROGRAMME AIMS

- tackle addiction in all forms (including substance misuse and gambling)
- provide guidance through a structured clinical assessment
- help clients to make sense of their recovery, their current strengths and difficulties by using a cognitive behavioural diagram that is personal to them.

ELIGIBILITY

- those with an identified drug and/or alcohol difficulty
- those with OGRS 0-49%
- each participant MUST have a personal email address - this is a requirement for referral

DURATION

- 11 sessions, of which 8 are group guided learning sessions

AVAILABLE FOR

- court sentence
- RAR
- license
- PSS

Referral to this programme will only be accepted via the start of the adjacent NSI and the completion of the Breaking Free Online referral form.
GARY: ‘IT MADE ME REALISE THAT I NEEDED TO CHANGE’
Gary has a positive outlook on his future and a new handyman business, after attending the Thinking Skills Programme (TSP).

The retired gas engineer was sentenced to a Community Order after family pressures and alcohol misuse came to a head one Christmas. As well as TSP he completed 80 hours Community Payback, supervision and 12 sessions of an offending behaviour course for domestic violence offences.

Gary said: “I’d had too much to drink and got involved in a domestic dispute. The police were called, I was charged with common assault and given a six months Restraining Order. This meant that I had to move out of the house which was a real shock to my system.”

After completing his order and the two programmes, Gary reports being philosophical about his situation. “It’s surprising how many people want to help you. I went in with a positive attitude and enjoyed the work with probation. I couldn’t see any downside.

“I took it as a positive. Although the situation was a kick in the pants, it made me realise that I needed to change. It was a real learning experience. There was a lot going on and I got something out of it.”

“The case manager has been really encouraging and has gone out of her way to find me helpful information. Although I had worked for a big energy company before, I’d never written a CV or made a business plan.

“I’ve now taken my learning further, researching at my local library into setting up my own business. I’ve always done jobs for the family and have all the tools to be a handyman. But this is about starting a proper business – though it’s early days.”
HELP - the Healthy Relationships programme, is a new, preventative approach to domestic abuse. The course aims to help create successful relationships. Those who complete the group will have skills and strategies to manage situations differently and avoid problems escalating into violence.

SUITABILITY
HELP seeks to improve relationships with partners or future partners and takes a holistic approach to this. The following relationship difficulties are suitable:

- intimate partners (excluding same sex relationships)
- family* (including those living with the individuals and their extended family)
- peers* (where they impact negatively on relationships with partners or children)

*Refer on a case-by-case basis, based on clear indications that HELP is likely to benefit relationships with partners either now or in the future.

HOW TO REQUEST THIS SERVICE
A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- Non-Statutory Intervention Type: ES – Attitudes, Thinking and Behaviour
- Non-Statutory Intervention Sub-Type: HELP

The programme is supported by Partner Link Worker (PLW) who will offer support to the victim. This offer is voluntary. The aim is to support the victim/partner of the service user whilst they are participating in the programme.
PROGRAMME AIMS

- for individuals to make sense of their own world and find ways to develop and maintain positive, functional relationships with those around them
- explore a model for healthy relationships
- aspire to improve their relationships with partners, ex-partners and children, wider family, peers and authority figures

ELIGIBILITY

- minimum 9 month Community Order
- men 18+
- ability to communicate in English and have basic literacy skills
- acknowledgement of abusive behaviour that has contributed to relationship problems
- motivated to address relationship concerns whether current or future

NOT SUITABLE

- high risk with established pattern of behaviour linked to domestic abuse should be referred to BBR

HIGH RISK CASES are not excluded from HELP, but BBR should be considered in the first instance. If they are eligible for BBR then HELP may be appropriate and following a discussion with the treatment manager/interventions manager, based on the following:
- little or no evidence of patterns of domestic abuse
- clear evidence of bi-lateral abuse
- where risk refers to non-domestic abuse related offences but there are domestic abuse concerns that should be addressed

DURATION

- 13 group work sessions including 1 taster session
- 2 on-to-one sessions
- total - 15 RAR days
IKON is a brief intervention developed to increase the individual’s knowledge of New Psychoactive Substances (NPS). New Psychoactive Substances or NPS are often incorrectly called ‘Legal Highs’. Following the Psychoactive Substances Act 2016, it is now illegal to produce, supply or import (even for personal use) any defined NPS for human consumption. This programme can be delivered to male and female service users and is group work based.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

→ Non-Statutory Intervention Type: ES - Drugs/Alcohol

→ Non-Statutory Intervention Sub-Type: IKON
PROGRAMME AIMS

→ increase participant’s knowledge of New Psychoactive Substances (NPS)
→ increase understanding of the impact on the individual’s health from NPS use
→ increase awareness of the legal implication of NPS use
→ improve awareness of harm reduction techniques
→ increase knowledge of how to access treatment for NPS use
→ reduction in use of NPS

ELIGIBILITY

→ disclosed NPS use
→ be assessed as ‘at risk’ of NPS use – through associates, lifestyle etc
→ men and women who are willing to undertake the intervention to increase their knowledge and reduce the associated harm

NOT SUITABLE

→ service users who are using substances more widely

DURATION

→ 2 group work sessions
→ 2 RAR days
STAR is a rehabilitation activity developed to reduce the incidences of shop theft by increasing the participant’s awareness of the impact of these offences. It is a victim awareness intervention based on Restorative Justice approaches.

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

→ **Non-Statutory Intervention Type:**
  ES Restorative Justice

→ **Non-Statutory Intervention Sub-Type:**
  STAR
PROGRAMME AIMS
- raise awareness of the impact of shop theft on shop owners, staff and the wider community
- raising awareness of the impact of shop theft on the service user’s own family and friends
- encourage the service user to take responsibility for their actions

ELIGIBILITY
- men and women who have an index offence of shop theft
- service users with a history of shop theft offences
- willingness to engage in STAR to increase awareness of the impact of their offending behaviour

NOT SUITABLE
- service users with no current or recent offending history related to shop theft

DURATION
- 6 group work sessions
- 2 individual sessions
- 8 RAR days
HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

→ **Non-Statutory Intervention Type:**
  ES - E/T/E

→ **Non-Statutory Intervention Type:**
  Pathways to Employment

Pathways to Employment is for unemployed service users who want to improve their chances of finding employment, or those in employment who want to improve their prospects.
PROGRAMME AIMS

→ increase the participants’ knowledge of how to disclose offending to future employers
→ help to improve their confidence in finding employment
→ promote skills to help them to sustain employment

ELIGIBILITY

→ Unemployed services users
→ Men and women in employment who want to improve their employment prospects

NOT SUITABLE

→ No exclusions but referrers should note that session 1 focuses on offence disclosure.
→ In cases, where discussion or disclosure of offences may be problematic, discussion with the CRC facilitators must take place prior to referral to overcome any potential barriers or issues.

DURATION

→ 3 sessions - Group
→ each lasting 1.5 hours
→ 3 RAR Days
This intervention will explore the impact offending behaviour has on a range of people mainly victim/s, but also the community, the service user themselves and people close to them. It will also support participants to make changes and create positive impacts for themselves and those around them.

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

> **Non-Statutory Intervention Type:**
> ES – Attitudes, Thinking and behaviour

> **Non-Statutory Intervention Sub-Type:**
> Impact to Change
PROGRAMME AIMS

→ raise awareness of the impacts of crime on victims
→ raise awareness of the impacts of crime on the service user and their friends and family
→ encourage service users to take responsibility for their actions and take steps to adopt a positive, offence free lifestyle

ELIGIBILITY

→ Service Users with direct victims
→ Male and Female Service Users

NOT SUITABLE

→ Domestic Abuse Perpetrators
→ Those convicted of sexual offences

DURATION

→ 8 sessions, 2 one-to-one, 6 group
→ Each session last 1 hour
→ 8 RAR days
Better Solutions is an Intervention designed for service users to develop their thinking skills. The course provides an important foundation, influencing ways to approach situations and choices.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  ES – Attitudes, thinking and behaviour

- **Non-Statutory Intervention Sub-Type:**
  Better Solutions
PROGRAMME AIMS

- help the individual to make better decisions
- develop ways to deal with problems more effectively
- offer guidance with managing emotions when making decisions
- learn how to understand other people and situations
- explore ways to communicate more effectively

ELIGIBILITY

- Male and female service users
- Those Service users with identified deficits in thinking

NOT SUITABLE

- No exclusions

DURATION

- 6 group work sessions
- 2 individual sessions
- Sessions last 1 hour
- 8 RAR Days
Learning to manage emotions is key to positive, offence-free lifestyles and healthy relationships. This intervention aims to improve the individuals ability to understand and manage their emotions in order to avoid offending in the future.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  ES – Attitudes, Thinking and Behaviour

- **Non-Statutory Intervention Sub-Type:**
  Managing My Emotions
PROGRAMME AIMS

- help the service user to understand their emotions
- support with controlling emotions so that participants can deal with situations that they face
- encourage healthy expressions of emotions in ways that help services users to build good relationships

ELIGIBILITY

- Male Service users
- Those Service Users who commit offences due to their reaction to situations (situational violence)
- Individuals who express their emotions through violence and/or aggression.

NOT SUITABLE

- Female Service Users
- Those Service users who use Instrumental violence. They use violence to gain control or achieve an outcome for themselves.

DURATION

- 6 group work sessions
- 2 individual sessions
- Each session is 1 hour
- 8 RAR days
This intervention explores the support available to service users from people in their personal life and from their local community. By developing support networks, service users can create more resilience and support to lead an offence free life.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  - ES- Attitudes, thinking and behaviour

- **Non-Statutory Intervention Sub-Type:**
  - Creating Positive Connections
PROGRAMME AIMS

- help service users to identify the positive support in your life
- assist with building new support networks
- build participants’ confidence and self esteem
- help service users to lead an offence free life in the future

ELIGIBILITY

- Male and Female Service Users
- Service Users where lack of positive networks and influences have impacted upon their behaviour
- Service Users who need to develop positive networks and increase their social capital

NOT SUITABLE

- No exclusions

DURATION

- 4 group work sessions
- 2 individual sessions
- Each session is 1 hour
- 6 RAR Days
This intervention has been developed for individuals who have had problems or difficulties related to their use of alcohol or drugs. It helps service users to develop ways of relaxing and enjoying themselves without the problems that can develop with substance misuse.

There are two modules. All individuals will complete the foundation module, an introduction to explore their relationship with alcohol and/or drugs. It includes a self-assessment and a one-to-one session with the Responsible Me facilitator to assess suitability for the core module.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  - ES – Drugs/Alcohol

- **Non-Statutory Intervention Sub-Type:**
  - Responsible Me
PROGRAMME AIMS
Help service users to relax safely and without risks to their:
- physical and emotional wellbeing – of the service user and others
- relationships
- employment
- legal status

ELIGIBILITY FOR FOUNDATION AND CORE MODULES
- Service users with identified alcohol and/or drug issues
- Individuals who are not accessing treatment for their alcohol and/or drug use

EXCLUSIONS FOR FOUNDATION AND CORE MODULES
- Individuals who are in treatment for their alcohol and/or drug use at time of referral

EXCLUSIONS FOR CORE MODULES
- If the individual is assessed as alcohol and/or drug dependant or it is felt that they require professional treatment, they will be excluded from progressing to the core module.

DURATION
- Foundation module – 2 group and 1 one-to-one sessions
- Core Module – 4 group sessions
- Each session is 1 hour
- Up to 7 RAR days.
Wiser is an intervention which has been designed for women. This structured programme, which is delivered in groups, uses cognitive behavioural therapy to encourage participants to examine why they have offended and what motivates them to change.

**HOW TO REQUEST THIS SERVICE**

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  ES – Women Specific Interventions CGM

- **Non-Statutory Intervention Sub-Type:**
  Rehabilitative Activities – Women’s Programme – Group
PROGRAMME AIMS

- develop skills for challenging the participant’s values, beliefs, thoughts and behaviours that lead to offending behaviour
- manage their own emotions and behaviours
- have confidence in their own decision-making skills
- identify risks to their future positive lifestyle and use skills and strategies to reduce those risks
- plan personal goals to lead a more appropriate lifestyle

ELIGIBILITY

- women on probation

NOT SUITABLE

- those convicted of child cruelty
- those convicted of sex offences or domestic abuse
- those with serious mental health issues or significant substance misuse

DURATION

- 2 one-to-one sessions
- 10 group work sessions
CGM CRC’s women’s centres are run in partnership with Greater Manchester’s Women’s Support Association. Women’s Centre services offer a safe women-only space with a range of wrap around services including mentoring, domestic and sexual abuse survivors’ support, confidence and self-esteem building. This provision is supported by a co-located team of CRC, Women’s Centre keyworkers and case managers.

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

→ **Non-Statutory Intervention Type:**
  ES - Women specific CGM

→ **Non-Statutory Intervention Sub-Type:**
  Women’s support
PROGRAMME AIMS

- understand the effect that offending has on their families and relationships
- identify risks to their future positive lifestyle and use skills and strategies to reduce those risks
- plan personal goals
- have confidence in decision-making
- build positive support networks

ELIGIBILITY

- women under NPS supervision
- only available in Greater Manchester

NOT SUITABLE

- there is no exclusion for this provision

DURATION

- available on a drop-in basis for duration of the order
- used for RAR days
This housing support service will work with individuals with complex and multiple needs to assist them to find and maintain suitable accommodation. Riverside will liaise with a broad range of partners. These include private landlords, lettings agents, registered providers and Local Authorities to refer into suitable, settled accommodation either locally or out of Borough. On completion of an assessment, an agreement will be made regarding the number of sessions offered.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- **Non-Statutory Intervention Type:**
  - ES – Accommodation CGM

- **Non-Statutory Intervention Sub-Type:**
  - Accommodation Support Service
PROGRAMME AIMS

- address housing issues and substance misuse
- stabilise chaotic lifestyles
- gain advice and support to increase the likelihood of maintaining their accommodation
- access increased support to secure suitable accommodation
- receive support and advice to prevent eviction
- increase potential access to suitable accommodation through provision of a rent deposit or bond scheme

ELIGIBILITY

- open to all NPS service users

NOT SUITABLE

- no exclusions apply for this service

DURATION

- to be agreed post assessment
- can be used against RAR days
The Intensive Community Order (ICO) is available throughout Greater Manchester for low, medium and high-risk service users. It is designed for men aged 18 to 25 and helps them to overcome the barriers they encounter due to their age, maturity and personal history, when joining mainstream services. The ICO is a community-based intervention available via a Community Order or Suspended Sentence Order. An intensive range of activities are offered through multiple partner organisations which help young men to make positive changes in their lives. The ICO is part funded by the Greater Manchester Combined Authority and is intended for young men whose offence could result in a prison sentence.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

- Non-Statutory Intervention Type: ES – Attitudes, Thinking and Behaviour
- Non-Statutory Intervention Sub-Type: Intensive Community Order
PROGRAMME AIMS

- access specialist support for young adults
- take up adult responsibilities
- focus on their potential strengths
- take greater responsibility with drink and drugs
- increase their employability, address disadvantage and overcome obstacles
- develop greater empathy and respect for others

ELIGIBILITY

- young men living in Greater Manchester aged 18 to 25 at risk of a custodial sentence
- young men with identity, self-esteem and maturity issues, learning needs, difficulties or disabilities
- care leavers, young fathers or young males
- acting as the father of the household with poor or no history of employment

NOT SUITABLE

- those whose offences do not pass the custody threshold
- those over 25 years old

DURATION

- 6 - 24 months Community Order
Mentors provide bespoke one-to-one mentor sessions which focus on the areas of the service user’s life for which they need support to resolve and move forward. Examples of common topics include low motivation and compliance; accommodation issues; budgeting and benefits. Each Volunteer Mentor has been DBS checked and they are coordinated and supervised by permanent CRC staff. Volunteer Mentors are trained and supported and are assisted with their goals to gain work experience and give back to their community.

HOW TO REQUEST THIS SERVICE

A referral form should be completed and attached to the NSI. The process to follow is outlined on page 58 of this brochure.

→ Non-Statutory Intervention Type: ES – Other CGM
→ Non-Statutory Intervention Sub-Type: Mentoring
PROGRAMME AIMS

- feel supported by someone who has had similar life experience
- address issues that contribute to their offending behaviour
- develop prosocial behaviours to improve social interactions
- build networks to reduce social isolation
- improve compliance with their order

ELIGIBILITY

- men and women who are motivated and need additional support

NOT SUITABLE

- Level 2 and Level 3 MAPPA cases

DURATION

- up to 20 hours
Courts can sentence service users to carry out between 40 and 300 hours of unpaid work as part of their order. This is known as Community Payback and must include a minimum of a day’s work per week, lasting at least seven hours. Where eligible, service users can also be required to complete Community Payback on an intensive basis, requiring them to complete 28 hours of work every week. All projects combine hard work and the chance for the participant to develop their employment skills to the benefit of the communities in which they live.

Community Payback works in partnership with many organisations including Local Authorities, charities and community groups. It aims to rehabilitate service users through working on a broad range of projects including road clearing, removal of fly-tipping, renovating community gardens, parks, church yards, schools and charities. Many of the projects completed are nominated directly by the community. We thoroughly assess all service users for risk prior to allocating a placement.

Where a Community Payback is court ordered, the requirement should be transferred to the CRC using the ‘Request Transfer’. The process to follow is outlined on page 58 of this brochure.
PROGRAMME AIMS

→ engage service users in a punitive activity which also enables them to make reparation to their local community
→ obtain new work-related skills and qualifications to improve employability

ELIGIBILITY

→ men and women
→ all RoSH categories and levels are accepted
→ those not employed must complete their Community Payback intensively i.e. a minimum 28 hours per week unless exclusion criteria are met

NOT SUITABLE

→ those who the court have assessed as unsuitable
→ people who are assessed as medically unfit for work

DURATION

→ 40 – 300 hours
The CRCs have contracts to provide a Universal ‘Through the Gate’ Service to prisoners in their ‘home’ area, including NPS service users, at no charge. In the Cheshire & Greater Manchester area we contract with Shelter to provide our Through the Gate service. They will deliver:

- personalised resettlement including a pre-release resettlement plan
- employment, training and education
- help sourcing accommodation
- finance, benefit and debt advice
- support to service users who have previously been sex workers (non-gender specific)
- support to service users who have previously been victims of domestic violence (non-gender specific) and relevant pre-release planning
- support to meet immediate needs including any crisis intervention
- facilitating three-way meetings (where timescales allow) between the Through the Gate provider and the Responsible Officer to plan for release
- coordination of access to key services whilst in custody

**ADDITIONAL SERVICES FOR NPS PEOPLE IN CUSTODY OR ON RELEASE ON LICENCE**

If an individual retained by the NPS needs any additional services whilst in custody, or if they require a service to continue post release in the community, these additional services can be purchased from the CRC’s Rate Card from our ‘Discretionary Services’ offer. We will also provide these services to individuals who are released from non-resettlement prisons either via direct delivery or purchased via external CRC Rate Cards.

**The following prisons are where we currently deliver a Universal Services in your area:**

- HMP Styal
- HMP Hindley
- HMP Thorn Cross
- HMP Forest Bank
- HMP Manchester
- HMP Altcourse
- HMP Risely
Through the Gate ensures that Richard has a place to stay after leaving prison

Over the past ten years Richard has been in prison four times, fuelled by a heroin addiction that led to series of crimes involving theft and robbery.

After his latest stint in prison Richard was dreading being released without any support and returning to his old ways.

He says: “Every time I have been released I was freed back into a world of homelessness. No-one could find anywhere for me to live. Twice I have been released into a sleeping bag and to be quite honest I am now too tired, so I honestly think I would have died if it happened again.

“I knew that I simply wouldn’t make it through this winter with no accommodation. I probably would have breached probation - it could have been a foregone conclusion, set up to fail as they say.”

This time was different. Richard was helped by the ‘Through the Gate’ service to find secure temporary accommodation on release.

He says: “With no word of a lie, their determination and resolve, in my humble opinion, has saved my life. I don’t think people realise how important this support has been for people like me. I’m not an evil man or a bad lad, I just had too many big problems to handle, so I made some stupid mistakes which affected my life badly.”
THREE PHASES OF DELIVERY

1. PRE-RELEASE PRISON WORK

This will be provided by Partners of Prisoners (PoPs) family support workers in HMP Hindley. PoPs will run a group work programme for young adults focused on the topic of family. In addition, an OMIC Maturity and Communication assessment will be completed.

2. TRANSITION

The PoPs prison based family support worker will prepare a handover to a community based family support worker. The service user’s family will be fully updated on the restrictions and opportunities available via this Through the Gate ICO. The Family Programme service delivered in custody can be extended into the community.

3. THROUGH THE GATE ICO EDUCATION, TRAINING, EMPLOYMENT (ETE) PATHWAY PLAN

A case manager will work with the young adult to identify an ETE pathway appropriate to the needs and aspirations of the service user. They will also be referred to ETE services which can be included in the service user’s supervision plan.

The ICO can support the service user in participating in Restorative Justice interventions. Additional help includes ensuring that all care experienced young adults are aware of their rights and entitlements and connects them into relevant care leavers’ services.

A three way meeting between the service users, CRC case manager and their NPS offender manager will take place near the end of the provision to identify positive outcomes. Every participant will have an exit plan connecting them to relevant community services to sustain desistance and positive change. The young adult will then be referred to their local NPS offender manager for the remainder of their supervision.
PROGRAMME AIMS
→ access to specialist support designed specifically for 18-25-year-olds
→ focus on the participant’s potential strengths
→ take greater responsibility and control with drink and drugs
→ increase their employability and skills, address disadvantage and overcome barriers
→ develop greater empathy and respect for others

ELIGIBILITY
→ men aged 18 to 25 in HMP Hindley who are planning to return to Greater Manchester

NOT SUITABLE
→ men from HMP Hindley who intend to return to areas outside of Greater Manchester
NON-STATUTORY INTERVENTION (NSI) PROCESS

COURT MANDATED REFERRAL PROCESS

When the intervention is court mandated or is part of a licence condition, the requirement needs to be allocated to the CRC.

This applies to:
- Accredited Programmes
- Community Payback

For court mandated interventions, licence conditions or accredited programmes click the ‘Requirement’ line and then select ‘Request Transfer’ to transfer to the relevant team.

DISCRETIONARY SERVICES REFERRAL PROCESS

Any case manager or professional can refer a service user to a CRC managed rehabilitation service. On referral, the CRC will carry out the initial assessment of the suitability of the service user for the recommended programme or course of treatment.

Making a referral on Delius:
The NPS offender manager should ensure that the appropriate NSI is allocated to the Event record. The NPS then transfer the NSI to the named CRC staff member, who will be responsible for liaising between the NPS and the CRC team or partner responsible for delivering the intervention.

For more information regarding an NSI transfer, a process map and screen shots are available on Equip.

On acceptance of the NSI by the CRC, the NPS offender nominee attends the CRC intervention appointment. Usually, contact details will be recorded onto Delius against the NSI unless the provider is a sub-contracted partner without access to Delius in which case an email update with contact details and attendance will be sent to the NPS offender manager via secure email. This provides an instant update and, if necessary, suitable evidence to support the case of Breach or potential Early Revocation.

Please note: Services are exclusive of travel, childcare and translations costs. All services are suitable to be delivered as part of Community Orders, Suspended Sentence Orders, for service users on Licence and during Post Sentence Supervision (PSS). Consideration should be given to ensure that there is sufficient time for the intervention to be delivered prior to expiry of the order, licence or PSS.
HOW TO TRANSFER A NSI TO THE CGM CRC

Once the appropriate NSI has been created on Delius this needs to be transferred to one of the CRC’s delivery units. Please consult the adjacent table for the correct details.

<table>
<thead>
<tr>
<th>Provider</th>
<th>Referrals for Mentoring Service</th>
<th>Referrals for Services – including Riverside</th>
<th>Referrals for Women’s Services</th>
<th>Referrals for Help, Star, IKON, WISER, Breaking Free</th>
<th>Referrals for ICO – including HMP Hindley</th>
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<tr>
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<td>Accommodation Team</td>
<td>Women’s Services Team</td>
<td>Programmes Team</td>
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DAVID CELEBRATES BEING FREE FROM HEROIN
David has been clean from heroin and crack cocaine for months, following decades of addiction that resulted in him being banned from every shop in Ashton.

The 37-year-old stole several times a day to feed a monstrous habit, but thanks to support from Sam Bradshaw, a CRC probation case manager, he has successfully completed his prison licence.

David was released from custody on a Post Sentence Supervision order in June, 2017, after serving a custodial sentence for shoplifting. Having had 23 stints in jail – not counting periods on remand – the odds were that he’d soon be back behind bars.

He said: “What changed for me is when I first met Sam. She was straight with me, and said ‘right, David, this is how it’s going to be’.

“In the past I’ve struggled with probation. But she believed in me. I respected her. She found me digs. Sam wasn’t paying lip service. I could see it in her.

She really cared.”

David has battled addiction since his late teens, having first turned to hard drugs after a spell in prison put him in contact with dealers. He had a decade in which he had quit drugs, but a relationship breakdown caused him to return to the needle.

He said: “I wasn’t well. I couldn’t cope, couldn’t fill in forms, couldn’t deal with money and lost my tenancy. I sofa-surfed until I outstayed my welcome, then I lived on the streets.

“All I was bothered about was the next fix. But the drugs didn’t get me high, they just gave me relief from the craving and made me numb.”

In June, 2017, David first reported to Sam at probation and heard someone describe him as a ‘dead leg’.

He said: “I’d been written off before I’d even started. I’m stubborn. I thought ‘I’ll do this order to prove them wrong because Sam deserves this one.”

Sam said: “The transformation in him is stunning. He’s looking well, he’s got new teeth, and long may it last!”