

Interventions News



Issue 22

January 2006

22/01 ANOTHER CHALLENGING YEAR FOR INTERVENTIONS!

The final quarter of 2005 was a busy one for Interventions with, most notably, the successful national launch of Community Payback which took place in November. I am personally very grateful to everyone nationally and locally in communications and delivery who made it happen.

The year ended with another proud moment when Danny Clark was awarded the Butler Trust Award for Excellence 2006 for his outstanding contribution to the effective care of offenders. Danny has also taken over as Head of Offending Behaviour Programmes in the Interventions Unit in succession to Meg Blumsom who is shortly to be moving on to be regional manager in the South West.

The New Year promises to be another busy one as we learn more about the planned restructuring of probation. As the newly published Guide to Interventions makes clear, the range of interventions is impressive and important and has the capacity to change lives.

Other headlines are:

Unpaid Work /Basic Skills /Employment.

- OLASS tenders have now been received; details of the new prison contractors should be known in the New Year; arrangements for commissioning for community based work are still unclear; the three development regions (NE, NW and SW) have gone live; issues remain regarding the IT solution, but the longer term objective is to commission a new system which will interface both with NOMIS and the LSC mainstream database.

CONTENTS

- 22/01 Another Challenging Year for Interventions!
- 22/02 Winner of The Butler Trust Award for 2006
- 22/03 Guide to Interventions in the NPS
- 22/04 NPS Conference, Leeds, 28-29 November 2005
- 22/05 Annual Report for Accredited Programmes 2004-2005
- 22/06 Building in Effectiveness: Sentence Planning in North Yorkshire
- 22/07 HMPS/NPD The Focus on Resettlement Programme: Information for Offender Managers
- 22/08 Accredited Programmes: Use of Video Monitoring Scores in Supervision: A Reminder
- 22/09 Accredited Programmes: Update of the Review of the Enhanced Thinking Skills Programme
- 22/10 New Sentencing Changes
- 22/11 Overview of Job Centre Plus Programmes Offenders can Access
- 22/12 NPD Interventions Unit Contact List

- To date 19 bids have been received for PS+ funding; the bids should be decided by the end of January.
- Community Payback was successfully launched nationally on 22 November, and generated a lot of publicity at local and regional levels.
- Work is continuing to help Areas improve performance, in particular to reduce the number of instances where offenders are instructed not to work.
- Members of the Interventions Unit community reintegration team presented at the European conference on Employment; of particular interest was the video on unpaid work showing offenders working on SS Great Britain.

- The Green Paper, Reducing Re-Offending through Skills and Employment, was published on 15 December.
- Work continues to develop a framework for activity requirements, which we will share this with Areas at the earliest opportunity.

Offending Behaviour Programmes

- We are likely to surpass our target of 15000 programme completions again this year.
- Domestic violence programme roll out is going well and all Areas to have a programme by end of 2005.
- New relapse prevention programme for substance misusers and low intensity alcohol programme have been developed and pilot areas identified.
- A streamlined approach to training is being developed which will give Areas greater flexibility in training programme tutors and reduce duplication in training courses.
- We have begun a joint review of programme audit and quality management across the Service.
- Results from our psychometrics consistently show that the programmes are making an impact on offenders' attitudes.

Intensive Interventions

- The Drug Rehabilitation Requirement (DRR), introduced in April 2005, is working really well and performance is improving.
- Drug testing for prolific offenders is happening and contracts are now in place.
- We have run an alcohol consultation event and have a near final draft of an alcohol strategy, which we hope to share with Areas in the New Year.
- Prolific and other Priority Offender schemes are up and running across all Areas.
- The guidance we issued on PPOs and PSR has been commended by Lord Justice Thomas, Senior Presiding Judge.
- We have run three DRR and two intensive interventions/PPO seminars which have been well received.
- We also ran four seminars for district judges

Key priorities for 2006 will include:

- Ensuring that all interventions are delivered efficiently and cost-effectively and that the links with prisons are fully exploited.
- Building on the initial success of the delivery of interventions under Criminal Justice Act 2003 and preparing for Custody Plus.
- Continuing to push for more employment and skills opportunities for offenders.
- Engaging with the OLASS project.
- Continuing the development of visible unpaid work and the engagement with communities.
- Managing pre-court projects that seek to make use of unpaid work.

I am also clear that we need to advertise and celebrate the good work that is done by Areas. Please contact the editor John MacGregor if you would like to publicise any local developments in this newsletter.

Sarah Mann, Head of NPD Interventions Unit.

FURTHER INFORMATION:

John MacGregor, NPD Interventions Unit

Email: JohnA.MacGregor@homeoffice.gsi.gov.uk

Tel: 0207 217 8520

22/02 DANNY CLARK WINS BUTLER TRUST AWARD FOR EXCELLENCE 2006

Dr Danny Clark, who recently took up the post of Head of Offending Behaviour Programmes Team within NPD Interventions Unit, has won The Butler Trust Award for Excellence 2006. Danny Clark played a critical part in the design and development of OASys, the national assessment system used for offenders in Prison and Probation. OASys is now a major platform for NOMS, allowing the systematic assessment of all offenders in England and Wales and providing the baseline for shared sentence planning and offender management.

The implementation of OASys has enabled a national profile of offenders needs to be established. This helps sentence planning with an individual offender to provide a package of interventions to meet their needs, but because it is able to be used nationally allows for a national profile of offender needs. This enables better planning to take place. It also enables planning at local and regional levels, particularly by providing offender profiles for Crime and Disorder Partnerships, Criminal Justice Boards etc at a local level. It is recognised by

other Criminal Justice Agencies as a powerful tool to help determine policy and strategy. Other jurisdictions have looked at OASys and have now adapted it for their use, e.g. Norway, Bulgaria and the Netherlands. Danny Clark was responsible for the initial research and investigation which led to the framework for the tool and was the researcher responsible for its development through the pilot and initial implementation stages. He determined the critical fields to include, leading the research and psychologist members of the team.

There are now some 870,000 assessments of OASys in place, providing a research data set which is extremely powerful.

Danny brought a unique set of skills to the project, stemming from his work in prisons as a forensic psychologist and researcher. He is a world expert on offending behaviour programmes and has designed two which are in use in prison and probation today: Enhanced Thinking skills and the Cognitive Booster programme. Enhanced Thinking Skills is being used by the Netherlands, Sweden and Norway prison and probation services. He is also a member of the Canadian programme accreditation panel.

Sarah Mann, Head of NPD Interventions Unit.

FURTHER INFORMATION (about OASys):

Laura Fairweather, Head of OASys Team, NOMS
Email: Laura.Fairweather@homeoffice.gsi.gov.uk
Tel: 0207 217 0680

22/03 GUIDE TO INTERVENTIONS IN THE NPS

Areas should now have received copies of the Guide to Interventions.

The document sets out the range of interventions that are nationally available to the Service and outlines some of the factors that are important in ensuring that they are delivered to a high quality so that they have the maximum impact on offenders and help them to avoid crime. It also looks at the history of the current range of interventions and future developments.

As Roger Hill has put it, the range of activities we provide is impressive and important and are the only community sanctions that take commonsense steps to educate offenders (in a number of different ways) and

(particularly) how punishment of paying back can benefit both the offender and the community.

Sarah Mann, Head of NPD Interventions Unit.

FURTHER INFORMATION

If you would like more copies or have any queries about the booklet, please contact:

John MacGregor, NPD Interventions Unit
Email: JohnA.MacGregor@homeoffice.gsi.gov.uk
Tel: 0207 217 8520

22/04 NPS CONFERENCE, LEEDS, 28-29 NOVEMBER 2005

This year's conference was held at the Queens Hotel in Leeds. The theme was around service delivery and had three main elements: preparing for the new business environment, driving up quality and listening to our customers. It therefore provided an important opportunity for focusing middle and senior managers on the coming changes, in particular the creation of NOMS and commissioning, offender management and the Criminal Justice Act sentencing changes.

The keynote speeches were given by Baroness Scotland, (Home Office Minister of State for the Criminal Justice System and Law Reform), Helen Edwards (Interim Chief Executive, NOMS), Roger Hill (Director of Probation), Phil Wheatley (Director General, Prison Service), Lord Justice Thomas (Senior Presiding Judge), Professor Clive Hollin (Leicester University) and Paul Cavadino (Chief Executive of NACRO).

The conference was judged a great success. Evaluation showed that the overall feedback was good, with 87% of delegates rating the conference as excellent or very good. There has been substantial informal feedback from delegates commenting on how valuable they found the conference, in particular helping to develop their forward thinking and as a way of building networks with colleagues.

The keynote speakers all helped to take forward our major agendas of building stronger working partnerships under the NOMS umbrella. They were complemented by presentations from business and other public sector experience of working towards contestability, preparing for the transition to commissioning and continuing to drive up quality.

One of the most welcome slots at the conference was a short presentation from offenders talking about their experiences on community orders. This complemented the focus we have had recently with the roll-out of Community Payback across the Service.

Workshops covering ten different subject areas helped to focus delegates' minds on the wide range of business being delivered and developed across the Service. But any conference is only as good as its delegates and we would like to thank all those that attended for their contribution to broadening the debate on the future direction for the Service.

Meg Blumsom, Head of NPD Conference Planning Team.

FURTHER INFORMATION

Including obtaining copies of most of the speeches/PowerPoint presentations, please contact:

John MacGregor, NPD Interventions Unit

Email: JohnA.MacGregor@homeoffice,gsi.gov.uk

Tel: 0207 217 8520

22/05 ANNUAL REPORT FOR ACCREDITED PROGRAMMES 2004-2005

Areas should now have received copies of this report.

Offending behaviour programmes are one of the interventions that the probation service uses with offenders. They aim to reduce re-offending by improving the thinking and behaviour of offenders. The work includes teaching offenders essential life skills such as considering the consequences of their actions and ways of handling problems through negotiation and discussion. The report summarises the progress that has been made in delivering programmes to high standards.

The overall picture is encouraging. In 2004-05 the number of offenders completing programmes exceeded the national target by 4%. There has been a year on year improvement in performance (outlined in Table 4 of the report) and the number of offenders who complete programmes continues to rise, as does the retention rate.

The main points in the report are:

- The second domestic violence programme and a booster programme received full accreditation

giving a suite of 17 programmes in use in the community.

- The number of offenders completing programmes continued to rise. There were 15,596 completions in 2004/05 exceeding targets by 4%.
- There is some evidence that action to reduce attrition rates especially after programme commencements is proving effective, and that areas are targeting offenders more appropriately.
- The number of offenders who started programmes increased in 2004-2005, despite a decrease in the number of orders and licences for programmes. In 69% of the cases in which an order or licence was made the offender started the programme. This is an improvement which reflects a 5% increase from 2003-04 (64%).
- On average, almost 70% of offenders who start programmes complete them.
- The results from the intermediate evaluation measures for general offending programmes are generally positive, showing that on average offenders improve in terms of these measures between pre- and post- programme testing. Women offenders reported greater positive changes on the measures than men.
- During 2004-05 we started to survey offenders on their exit from programmes. Early indications suggest that offenders in general are extremely positive about programmes and their content. Section 5 provides some examples of offenders' comments.
- Joint working between NPD and HMPS in relation to programmes continues to be high priority for both services. Section 6 summarises the key joint projects.
- Section 7 provides an update on the developments in the accredited programmes management information and monitoring system, including the e-OASys interface.

Sarah Mann, Head of NPD Interventions Unit.

FURTHER INFORMATION

If you would like more copies or have any queries about the report, please contact:

John MacGregor, NPD Interventions Unit

Email: JohnA.MacGregor@homeoffice,gsi.gov.uk

Tel: 0207 217 8520

22/06 BUILDING IN EFFECTIVENESS: SENTENCE PLANNING IN NORTH YORKSHIRE

The North Yorkshire Area carried out the Offender Manager/Interventions Split in October 2004. This split went down to operational level and was based on a model that the Offender Manager would 'commission' *all* planned work for each criminogenic need identified in OASys.

This was quite a challenge! There were obviously a large number of practical organisational issues, and it represented a significant change in working practice for the former case holders. Interestingly one of the most significant challenges for us was to answer the question 'How *do* we tackle offending related problems?' North Yorkshire, in common with most areas, has done excellent work with offenders but most of this behind the closed door of the interview room. The actual work could vary considerably - it being based on the individual skills, knowledge and preferences of individual officers and had no systematic evaluation. Obviously when there was an accredited programme designed we had a high quality response, but what about other issues such as gambling or low self-esteem?

The challenge for the Interventions Team was to ensure that we had a planned response to each offending need and to ensure that 'best practice' was shared and applied across the county. Starting with the eOASys list of offender needs the team set about identifying a package of work that could be carried out for each problem. Led by practitioners, groups were set up they were encouraged to be creative and innovative but base their packages on clear theory and build on best practice found either in North Yorkshire or elsewhere the only stipulations were:

- Must build in evaluation systems.
- Have a Cognitive Behavioural base.
- Access community support and provision.

The result is that, in addition to the accredited programmes, 19 distinct packages were designed and are now delivered at all of our offices. Some of these packages were deemed suitable to be considered as Specified Activities in their own right. Each package starts with a three way with an Offender Manager who maintains regular contact throughout, this ensuring continuity through the sentence, and results in a final report to assist in the re-scoring of OASys.

Having done this, the issue is how to communicate this and ensure appropriate sentencing and referral. The initial plan was to have a simple portfolio; however it was recognised that combining this portfolio with sentencing guidance, national standards and information about PPO and MAPPA management would be more appropriate. Thus the 'Sentence Planning Directory' was created -to be used as a single reference document for staff.

This has been in use since summer and early signs indicate a positive effect on improving the delivery of planned interventions that match the needs of offenders and are encouraging motivation and compliance. Both offenders and courts have welcomed the change. It was useful in setting up work load measurement and performance management systems. As the basis for good working practice the Sentence Planning Directory has been key to the Area's success and it is an approach we would recommend. We are currently evaluating and revising our packages – and looking for new ones. As our findings emerge we will share them with you. The Sentence Planning Directory is/will be available in the North Yorkshire section of the national intranet.

FURTHER INFORMATION

Jonathan Martin, What Works Development, North Yorkshire Probation Area

Email: Jonathan.Martin@north-yorkshire.probation.gsx.gov.uk

Tel: 01904 698920

22/07 HMPS/NPD THE FOCUS ON RESETTLEMENT PROGRAMME (F.O.R): INFORMATION FOR OFFENDER MANAGERS

The Focus On Resettlement programme also referred to as F.O.R or the F.O.R...A Change programme is under development between NPD and HMPS and is being piloted at a number of prison sites across England and Wales including Bronzefield, Holloway, Hull, Low Newton and Parc. It is targeted at those whose time in custody will be short but who will be subject to licence supervision on release. There are separate programmes for men and women, reflecting the different criminogenic needs of the two groups. The programme has pilot status having twice received encouraging advice from the Correctional Services Accreditation Panel (C.S.A.P). An application for full accreditation is planned for later in 2005/6.

F.O.R is a resettlement programme, delivered using cognitive motivational techniques and runs in the last few weeks of custody. F.O.R aims to help participants identify their needs with regard to dynamic social risk factors and to draw up an action plan that the participant addresses prior to, and after, release. The objectives are for participants to increase their uptake of services in the community; become more willing to address offence related issues and work towards achieving greater life stability.

The contribution of offender managers: Because FOR is delivered near to release and is resettlement focused with offenders designing their own plan of action for release, it provides offender managers with opportunities to support the learning and maintain motivation to change. Indeed without the active support of offender managers the programme's effectiveness will be diminished. Consequently the attention of offender managers is drawn to the following:

- Programme facilitators will contact offender managers before the offender commences the programme.
- The Community Briefing Note. This pamphlet is sent to the offender manager. It outlines the programme and discusses how the offender manager can work with the offender's motivational state on implementing their action plan beyond release.
- The post programme progress report: This report is completed by the offender and can be seen as their public statement of intent. It is the offenders' account of what they have learnt and where they plan to go next. Offender managers are encouraged to take the content of the report and use it as a basis for the sentence plan, making it a key focus of Licence supervision.
- Programme facilitator post release contact: The facilitator will have been an important influence on the offender in the last period before release. To build on this we are piloting facilitators having a role of maintaining telephone contact with the offender beyond the gate. Facilitators will be contacting offender managers to report on the frequency and nature of this contact. Offender managers might consider allowing the offender to ring their facilitator from the Probation office.
- The Programme Progress Review. As with all other prison programmes, offender managers are invited to attend this review. Offender managers are encouraged, as far as local

policies allow, to attend the review or contribute via video link/ telephone conferencing mediums.

FOR is still in the pilot stage of development. To assist the evaluation of short-term impact facilitators will be asking offender managers to send a copy of the licence termination OASys summary sheet and a completed CRIMEPICS 11 to the prison.

We would particularly value comments on offender managers' experience of supervising FOR completers after release. We would also welcome any specific comments on the utility of the community-briefing note and of facilitator telephone contact.

FURTHER INFORMATION:

Dave Pidwell, HMPS

Email: David.Pidwell01@hmps.gsi.gov.uk

Tel: 020 7217 5180

22/08 ACCREDITED PROGRAMMES: USE OF VIDEO MONITORING SCORES IN SUPERVISION: A REMINDER

The purpose of video monitoring has always been twofold:

- To provide a measure of the quality of the delivery of a programme.
- To enable the identification of strengths and where there may be developmental coaching/training needs for tutors and facilitators.

This sounds fine in theory but what about trying to do this in practice - balancing these two purposes can at times prove to be a whole lot trickier. Feedback from staff during the piloting of the revised forms indicated concerns in how to handle the scores in supervision in a way that maintains the integrity of the programme whilst enabling programme staff to develop in a supportive environment.

In order to address the above point, *The General Principles for Video Monitoring Guidance Notes (April 2005) describe how to make good use of video monitoring in supervision. This is noted as being to ***'develop and maintain the skills of the tutors or facilitators to avoid programme drift and promote mindful and responsive delivery skills. It is***

important that the video monitoring form is used in a constructive way during supervision.

The guidance notes state that '**scores should be only presented within a wider framework of verbal and written feedback**'. Specifically video monitoring forms and the use of scores were not designed to be an 'end' product in themselves. If they are treated in this way, particularly during supervision, then it starts to become easier to see why working with them can become tricky and can result in detracting from the supporting verbal feedback that needs to be provided with any scores.

The use of scores in supervision is **optional** and if they are used it is essential that it is used in a supportive and sensitive way and linked to a clear action plan to develop skills. As a rule of thumb it is best to keep in mind what will aid the development of mindful and responsive delivery skills by enabling tutors and facilitators to reflect on their own practice with the goal of improving it in future delivery.

Any tips on using scores in supervision that have worked well would be most welcome (contact details below).

*All programme and treatment managers should have copies of the guidance notes to hand.

FURTHER INFORMATION:

Jo Day, Principal Psychologist, NPD Interventions Unit

Email: Jo.Day@homeoffice.gsi.gov.uk

Tel: 0207 217 8999

22/09 ACCREDITED PROGRAMMES: UPDATE OF THE REVIEW OF THE ENHANCED THINKING SKILLS PROGRAMME

As you may be aware the HMPS and NPD Offending Behaviour Programmes (OBP) Teams have been reviewing the Enhanced Thinking Skills programme. This article provides an update on progress to date and work planned for the next six months.

The review has provided a timely and excellent opportunity to examine the design, implementation and delivery of ETS in order to identify improvements that would support the effectiveness of the programme.

The project has reviewed the theoretical underpinning of the programme, the results of ETS evaluation studies

and has consulted with practitioners. As a consequence, useful and pertinent strengths as well as feedback on what would benefit from amendment/improvement were identified. This led to a number of key recommendations and priorities for refinement in a range of areas, including:

- Design and delivery.
- Pre programme assessment, selection and information for offenders.
- Staff training and support.
- Style of delivery.
- Continuity and generalisation.
- Evaluation and information management.
- Audit and quality assurance.

Many of the above areas of work tie in with other projects, for example, the joint NPD and HMPS Training Review and revision of the Audit process.

Changes have already taken place, for example, new guidance to improve the selection and assessment of ETS participants has already been distributed across the two services in 2004. Work is currently underway to refine the guidance on the style of delivery most appropriate for ETS, to improve programme specific training, and to produce a Continuity Manual (this aims to provide good practice guidance around offender management, resettlement and the integration of the programme into the whole order).

Over the next six months further work will take place in terms of revisiting the evaluation plan, piloting changes regarding training, and implementing the guidance on the style of delivery.

Whilst this review has focused on ETS many of the outcomes and findings are applicable across all programmes. For example, issues concerning useful practice in promoting continuity and generalisation impacts on all programmes, as does the selection and assessment of staff.

A further progress report on this review will be provided as work progresses.

FURTHER INFORMATION:

NPD Interventions Unit, OBP Helpdesk

Email: NPD.OBP.Helpdesk@homeoffice.gsi.gov.uk

22/10 NEW SENTENCING CHANGES

Custody Plus Implementation

A 'Custody Plus Sub-Programme' has been established to oversee implementation of the new under 12 month prison sentence of Custody Plus under which every offender receiving this sentence will have a period of probation supervision on release from prison. The work is being undertaken alongside planning for the roll-out of Offender Management to ensure a joint approach to the changes. Success will depend on close working between the NPS and prisons and this is reflected in the governance arrangements.

A project team led by Jackie Seaton, on secondment from Bedfordshire, is considering the issues arising from Custody Plus and working with a range of stakeholders to determine how the sentence should work in practice. An operational prison governor, Colin Hay, has joined Jackie's team to work on the custodial aspects of the sentence, liaising with other prison colleagues. Chris Johnson is now Head of the Unit in NOMS HQ with responsibility for Custody Plus while Richard Mason represents the NPS operational interest from within the NPD.

Regions are being asked to have in place an Implementation Group to ensure readiness for the coming changes, which may also include the potential roll-out of Intermittent Custody (currently being piloted) and changes around the management of Young Adult Offenders. More information on this will be shared with areas before long.

Custody Plus is planned to be implemented in November 2006. On this timetable training for trainers is due to commence in May. It is proposed that training for PSR writers and offender management teams will be along similar lines to the arrangements for the first phase of Criminal Justice Act implementation last year, with ten regional train the trainer events prior to area roll-out. Custody Plus training will link with the briefing and training being planned to support Offender Management implementation. Discussions are underway with the Judicial Studies Board about opportunities for probation input to sentencer training on Custody Plus.

More detailed information about implementation, training etc will be communicated as soon as it is available.

FURTHER INFORMATION:

Jackie Seaton, Colin Hay and their colleagues in the NOMS Custody Plus team are best contacted at:

Email: cja.sip@homeoffice.gsi.gov.uk

Tel: 020 7217 8047

Richard Mason, Head of Offender Management Unit, NPD

Email: Richard.Mason3@homeoffice.gsi.gov.uk

Tel: 020 7217 0727

Chris Johnson, Head of Custody Plus & Offender Management, NOMS

Email: Chris.Johnson2@homeoffice.gsi.gov.uk

Tel: 020 7217 0794

22/11 OVERVIEW OF JOB CENTRE PLUS PROGRAMMES OFFENDERS CAN ACCESS

The letter to Chief Officers from Roger Hill dated 16 December has confirmed that there will be a continued focus on offender employment in 2006/7. The following is a summary of the programmes and facilities available through Job Centre Plus for which offenders may be eligible.

Programmes for Disadvantaged Groups

[progress2work \(p2w\)](#) – provides support for customers who are drug free or stabilised, but their history of drug misuse is likely to be a significant factor in preventing them from taking up or sustaining work. progress2work is delivered on behalf of Jobcentre Plus with cross Government support from the Home Office, National Treatment Agency, Welsh Assembly and Scottish Executive. Up to February 2005, progress2work has helped over 4000 people with a history of drug misuse back into work and a high percentage of these people sustained this employment.

[progress2work-LinkUP](#) – builds on p2w model and is being piloted in 22 Jobcentre Plus districts, targeting specific disadvantaged groups who face significant barriers in the labour market, these include ex-offenders, homeless, alcohol misusers. Up to February 2005, over 900 people have been helped back into work; LinkUP is still at an early stage of development but shows signs of achieving similar levels of sustained employment.

[Jobcentre Plus co-ordinators](#) – both p2w and Link Up are supported, as required, by coordinators in each Jobcentre Plus district who ensure the development and delivery of referral networks and plans with key local

agencies including prisons, Probation Service, Drug Action Teams and treatment agencies. Co-ordinators also ensure that training is delivered to Jobcentre Plus staff on drug awareness and handling referrals.

New Deal and other employment programmes –

Offenders may join Jobcentre Plus programmes such as New Deal and Work Based Learning for Adults early, on the grounds of their disadvantage in the labour market. Early entry often depends on disclosure of a criminal record to an adviser and the suitability of the provision for the customer. Help available includes basic skills, development of soft skills, work experience and employer subsidies.

Specialist Employment Advisers [SEAs] and Employer Diversity Managers [EDMs] – Jobcentre Plus has a network of Specialist Employment Advisers [SEAs] who work in the seven urban conurbations [Birmingham, Bradford, Leicester, London Nottingham, Manchester and Wolverhampton], that have wards with the highest levels of deprivation. They are currently funded until March 2006. Their aim is to reduce in those locations the employment gap that exists between those who are white and those from ethnic communities in those locations. They work with local employers and communities to increase job opportunities for a range of jobseekers some of whom are from the disadvantaged groups referred to within this paper.

In addition there is a team of Employer Diversity Managers [EDMs] who work alongside National Account Managers with large national employers. Their aim is to encourage such employers to become even more inclusive in their recruitment and development and retention practices and in particular to consider recruiting job ready people from Jobcentre Plus' 5 priority groups of which ex-offenders are but one. Specific work with this group has included arranging prison visits employer events with an ex-offender and identifying and encouraging employer advocacy to other employers.

EDMs also identify and disseminate to other employers good recruitment and retention practices, and with others identify and develop effective recruitment models for Jobcentre Plus priority jobseeker groups.

Action Teams for Jobs – Action Teams provide outreach and extra help in the 65 poorest labour markets, operating at ward level. Ex-offenders are one of the 15 disadvantage target groups that they focus on.

Refugees –The National Refugee Integration Forum was established by the government in 2001 to examine and report on ways in which refugees may better settle in the UK. The group has been influential in developing the Home Office's 'Integration Matters: A National Strategy for Refugee Integration' and DWP's refugee employment strategy, 'Working to Rebuild Lives'. Jointly released on 9 March 2005.

'Working to Rebuild Lives' sets the measures to increase refugee employment into three broad themes:

- Local development of stakeholder partnerships to plan and deliver employment services to refugees.
- National measures to help bring more unemployed refugees into Jobcentre Plus offices, with appropriate support into work when they get there.
- Involve the role of the voluntary sector in developing opportunities to help refugee professionals towards work appropriate to their skills.

The Home Office are piloting a programme of contracted personal caseworkers to support refugees as early as possible in the 28 days following receipt of notification about their changed status. This is being called "Sunrise". All refugees who wish to take part will be provided with caseworker support to help them make the right connections with employment services (particularly Jobcentre Plus), housing, English language classes, schooling for children, registering with a GP, etc. and will help the refugee to establish a Personal Integration Plan. Jobcentre Plus is working closely with the Home Office on this initiative.

In consultation with internal and external stakeholders, Jobcentre Plus is developing a Refugee Operational Framework, which will underpin the DWP Refugee Employment Strategy. The Operational Framework brings together information, guidance and support for staff in identifying and addressing key issues to support refugees seeking employment and claiming benefits. It also incorporates specific signposting and support information. In addition it seeks to support the development of partnerships with voluntary sector and other organisations and to share good practice.

JCP also have a range of interventions that cater specifically for ex-offenders. These are designed to

ensure that individuals are able to effectively use the standard menu of services or provide enhanced levels of support to tackle specific issues.

Employment and Benefit Surgeries – operate throughout the prison estate in England, Wales and Scotland.

Jobcentre Plus advisers see prisoners on a one to one basis at both induction and pre-release stages of their custodial sentence. At induction surgeries aim to ensure that final benefit payments are claimed and paid and that jobs are preserved, where appropriate. Pre-release activity will aim to ensure that prisoners are given jobsearch advice, linked to existing initiatives such as Freshstart and New Deal, as appropriate. During the last operational year 50% (48,614) of prisoners accessed the induction surgeries and 69% (46,395) of prisoners due to be released accessed a pre-release surgery.

Freshstart – provides prisoners with an appointment for a New Jobseeker Interview (NJI) on release, enabling them to engage with Jobcentre Plus at the earliest opportunity to consider jobs, training or other provision, as well speeding up the process for receiving JSA. In the last operational year over 38,665 interviews have been booked and of those over 23,922 interviews were attended, Freshstart contributes to the Prison Service KPIs.

FURTHER INFORMATION:

Contact your local ETE staff /unit or Job Centre Plus Marcus Smart, NPD Interventions Unit

Email: Marcus.Smart@homeoffice.gsi.gov.uk

22/12 NPD INTERVENTIONS UNIT CONTACT LIST

For the future, the contact list for NPD interventions Unit and the rest of NPD will be available on the NPS Intranet which I understand will be up and running shortly.

John MacGregor, NPD Interventions Unit.

Head of Interventions	Sarah Mann	020-7217 8432
Personal Secretary	Julie Taylor	020-7217 8546

Community Reintegration Team

fax 020-7217 8496

Head of Team	Meg Blumsom	020-7217 0673
Personal Secretary	Julie Taylor	020-7217 8546
Programme Implementation Managers		
Roger Stevens		020-7217 8283
Randel Barrows		020-7217 8323

Janet Corcoran	020-7217 8877
Basic Skills Manager	Julie Welch 020-7217 8958
Development Activities Manager	
Seb Falk	020-7217 8448
Resettlement Policy Developer	
Eldon Ward	020-7217 8992
Policy Advisor	Marcus Smart 020-7217 0766
Events Organiser	Mark Chidwick 020-7217 0681
Events Organiser	Liam Carolan 020-7217 0685

Unit Business Support & Communications Manager
John MacGregor 020-7217 8520
fax 020-7217 0693

Intensive Interventions Team

fax 020-7217 8496

Head of Team	Claire Wiggins	020-7217 8646
Personal Secretary	Julie Taylor	020-7217 8546
Drug Testing Development Manager		
Robin Brennan		020-7217 0916
Drugs & Alcohol Interventions Manager		
Fiona Bauermeister		020-7217 0768
Drug & Alcohol		
Robert Stanbury		020-7217 0767
Drug & Alcohol		
Richard Lockwood		020-7217 8003
Policy Advisor	Edward Griffin	020-7217 0760

Offender Behaviour Programmes Team

fax 020-7217 0693

Head of Team	Danny Clark	020-7217 0675
National Programme Implementation Manager		
Sandra Fieldhouse		020-7217 0674
Programme Implementation Managers		
Diane Anderson		020-7217 8895
Sue Pearce		020-7217 8081
Vacant		020-7217 8044
National Training Manager		
Tudor Williams		020-7217 8068
Software Business Support Manager		
Liz Calvert		020-7217 8046
Head of Psychology & Evaluation		
		Vacant
Principal Psychologist	Joanne Day	020-7217 8999
Senior Psychologist	Karl Williams	020-7217 8991
Psychologists Assistants		
Sinead Blomfield		020-7217 8813
Nina Marvan		020-7217 0676
Wendy Smith-Yau		020-7217 8148
Research Officer		
Victoria Dawson Wheeler		020-7217 8815
Events Manager	Sophia Akram	020-7217 0803
Events Manager	Ruth Taylor	020-7217 0677
Executive Officer	Lesley Smith	020-7217 8336
Events Organiser	Ali Moghal	020-7217 0679
Training Development Advisors		
Eileen Davis		020-7217 8211
Alex Law		020-7217 8211
Emma Myatt		020-7217 8211
Karen Townend		020-7217 8211

THANKS TO ALL CONTRIBUTORS TO THIS EDITION OF INTERVENTIONS NEWS. IF YOU HAVE A STORY TO TELL ABOUT IMPLEMENTATION OF WHAT WORKS/ INTERVENTIONS, WHY NOT WRITE AN ARTICLE, PREFERABLY WITH A PHOTOGRAPH, AND SEND TO: JOHNA.MACGREGOR@HOMEOFFICE.GSI.GOV.UK