

**Clear Track****SPRINGBOARD  
SUNDERLAND**

# **Third Annual Evaluation Report of Clear Track**

**Phase III Report AERIII/08/08  
August 2008**

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# Contents

Section		Page
1	Summary	4
2	Introduction	6
	<i>Theories of Change</i>	
3	What Works? Working with Young Adult Offenders	6
	<i>Process and Structure</i>	
4	Tailoring Clear Track Programme Activities and Interventions	8
5	Clear Track's Assessment Model as a Process	8
	▪ The Referral Phase	10
	▪ Clear Track's Pre-sentence Assessment	10
	▪ Probation Service's Pre-sentence Report	11
	▪ Sentencing	12
	▪ Holistic Post-sentence Assessment	12
	▪ Induction	12
	▪ Clear Track Sentence Planning	12
	▪ Clear Track Sentence Delivery and Progress Review	14
	▪ Communication	15
	▪ Preparation for Release and Reintegration and Support in the Community	16
	<i>The Impact Assessment of Clear Track</i>	
6	Effective Interventions for Young Adult Offenders	17
7	Clear Track's Programme Activities and Interventions and their Impact in Challenging the Offending Behaviour of Clear Track Participants	18

### *Efficiency Analysis*

8	The Delivery of a Cost-effective and Efficient Project	21
9	Recommendations	23
10	Clear Track: Moving Forward	23
	Appendix	38
	Abbreviations	50
	References	51
	Contact Details	53

## Contents of Tables and Figures

Table		Page
<b>AERIII 7.1</b>	Diagram to Illustrate the Clear Track Project's Assessment Model as a Process	<b>9</b>
<b>AERIII 7.2</b>	Offenders Progression through the Court System and Referral onto the Clear Track Project (Revised)*	<b>13</b>
<b>AERIII 7.3</b>	Diagram to Illustrate a Sample of Clear Track's Programme Activities and Interventions	<b>20</b>
<b>Table R1</b>	Accommodation and Supervision	<b>25</b>
<b>Table R2</b>	Multi-agency Partnerships	<b>26</b>
<b>Table R3</b>	The Referral Process	<b>27</b>
<b>Table R4</b>	Clear Track Requirements and Activities	<b>28</b>
<b>Table R5</b>	Staffing and Staff Developments	<b>29</b>
<b>Table R6</b>	Clear Track's Business Plan	<b>30</b>
<b>Table R7</b>	Custody Plus	<b>31</b>
<b>Table R8</b>	Eligibility and Suitability Criteria	<b>32</b>
<b>Table R9</b>	Substance Misuse	<b>33</b>
<b>Table R10</b>	Cost-efficiency and Effectiveness	<b>34</b>
<b>Table R11</b>	Induction Criteria	<b>35</b>
<b>Table R12</b>	Dissonance from Offending	<b>36</b>
<b>Table R13</b>	Increased Awareness	<b>37</b>
<b>Table R14</b>	Partnership Information Sharing protocol	<b>24</b>
<b>Table R15</b>	Case Tracking Identification	<b>24</b>

## 1. Summary

**1.1.** Clear Track, a third sector not-for-profit service as part of a multi-agency organisational partnership, is committed to providing a community-based custodial sentencing option aimed at protecting the public and reducing re-offending through establishing alliances with local partners working to deliver a comprehensive innovative package of care. Such partnerships extend across the Home Office, NOMs, the Voluntary Sector Unit (VSU), Community Service Volunteers (CSV), and Springboard; as well as developed partnerships with the local Probation Service, the local magistrates' courts, local prisons and the local Youth Offending Teams (YOTs). Clear Track has also established professional links with local voluntary and community organisations, for example, Millennium Volunteers, community officers from the Northumbria Police Force, drug and alcohol intervention practitioners, Sunderland Housing Authority and Job Centre Plus, all of whom have actively committed to collaboratively develop an effective delivery of care for the Clear Track participants (Section 3).

**1.2.** The positive shift towards non-custodial penalties demonstrates a state of readiness in the development and implementation of 'third sentencing options' which aim to bridge the gap between community and custodial provisions (Prison Reform Trust 2005, Home Office 2002c)<sup>1</sup>. Clear Track as a custodial-community sentencing option, aims to provide a realistic, viable and effective 'third sentencing option' to justices by addressing the needs of young

adult offenders in the community and by tackling some of the issues associated with short-term prison sentences (Campbell and Lewis 2002) (Section 8).

**1.3.** Effective interventions, then, play an essential role in any community strategy designed to reduce the rates of offending (US Department of Justice 2000). However, effective interventions which aim to reduce crime essentially need to acknowledge the multi-faceted nature of crime (Section 6).

**1.4.** Clear Track is able to ensure the delivery of a wide range of interventions tailored to address the needs of its participants, whilst regularly monitoring and reviewing the development and progress of individual offenders in order to be able to effectively challenge offending behaviour and reduce re-offending. To accomplish this the Clear Track project concentrates on addressing offending behaviour and assisting with offender-related needs by offering an intense, structured programme of interdependent concurrent activities (Section 6).

**1.5.** Furthermore, the Clear Track management team, who aim to engage with young adult offenders who, at the time of sentencing would have otherwise received a prison custodial sentence, pay particular attention to the types of programme activities which are offered by the project. On the whole, Clear Track project interventions and programme activities are designed to address those factors underlying offending behaviour by focusing upon motivational, rehabilitative and reintegrative requirements (section 7).

<sup>1</sup> For more information on 'Third Sentencing Options' refer to Campbell and Lewis (2005) An Evaluation Proposal of Clear Track, Report EP/11/05, November 2005, Section Two, Page 2

**1.6.** Clear Track's assessment process model provides a detailed and thorough account of how an individual offender will be managed according to their sentence requirements and needs. Clear Track's assessment process is unique in that it begins at the referral phase and continues to be implemented during the offender's time at the project, and throughout their reintegration from the project into the community. This model is discussed in more detail in Section 5.

**1.7.** During the past twenty-one months that the project has been 'live', Clear Track has received 58 referrals and has engaged with 29 young adult offenders. However, this does not necessarily mean that all 58 referrals were assessed as being suitable to attend the Clear Track project (see Figure AERIII 7.2). Importantly, those individuals who were assessed as eligible and suitable to attend the project may not necessarily have been sentenced to the Clear Track project; this is because the courts may have felt it necessary to implement a different sentence (see Figure AERIII 7.2) (Section 1).

**1.8.** At the time of writing five young adult offenders were engaging with the project. However, one individual had been referred back to the Probation Service due to the young adult offender absconding from the project. The outcome of this case was pending at the time of writing (Section 1).

**1.9.** It is important that stakeholders measure the effectiveness of the Clear Track project as an intervention in an ongoing way. This enables the Ministry of Justice, stakeholders, policy-makers and funders to determine *what is working* and *which areas need to be improved* (section 8).

**1.10.** The benefit here however, as a pilot-intervention and a third sector not-for-profit service as part of a multi-agency organisational partnership, is that Clear Track is able to deliver their service at no additional cost to the Probation Service.

**1.11.** This report suggests two recommendations in the interests of exploiting the full potential of the pilot project. These recommendations are presented in the following tables: Table R14 Partnership Information Sharing protocol and Table R15 Case Tracking Identification (Section 10).

## 2. Introduction

**2.1.** This report presents the Third Annual Report, Phase III of the evaluation of the Clear Track project, following the management team's confirmation of the Bi-annual Report, Phase III submitted at the end of March 2008<sup>2</sup>.

**2.2** The overall rationale of the Clear Track evaluation is organised around four levels of analysis which are capable of measuring and monitoring *what works; which mechanisms and processes are effective; under what conditions; and for which participants?* Presented under each of these key questions is a series of detailed findings, these are thematically and conceptually organised as:

- theories of change,
- process and structure,
- impact assessment of Clear Track,
- and efficiency analysis

**2.4** During the past twenty-one months that the project has been 'live', Clear Track has received 58 referrals and has engaged with 29 young adult offenders. However, this does not necessarily mean that all 58 referrals were assessed as being suitable to attend the Clear Track project (see Figure AERIII 7.2). Importantly, those individuals who were assessed as eligible and suitable to attend the project may not necessarily have been sentenced to the Clear Track project; this is because the courts may have felt it necessary to implement a different sentence (see Figure AERIII 7.2).

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<sup>2</sup> A copy of the Bi-annual Evaluation Report entitled '*Bi-annual Evaluation Report of Clear Track, Phase III Report, ERIII/03/08, March 2008*' can be downloaded from <http://criminaljusticeresearch.ncl.ac.uk>

**2.4** At the time of writing five young adult offenders were engaging with the project. However, one individual had been referred back to the Probation Service due to the young adult offender absconding from the project. The outcome of this case was pending at the time of writing.

**2.5** This report will also consider the recommendations made in previous reports, as well as making two further recommendations in the interests of evaluating Clear Track's progress.

**2.6** Foremost, this report focuses upon Clear Track's sentence planning, delivery and embedding processes that are implemented with the young adult offenders sentenced to the project. Particular attention is paid to sentence management, interventions and programme activities which are implemented as part of an individualistic, tailored approach to addressing the holistic needs of those young adult offenders at Clear Track.

## Theories of Change

### 3. What Works? Working with Young Adult Offenders

**3.1.** The multi-faceted nature of youth offending has increasingly become a major political debate amongst ministers and policy makers. This is partly owed to the then Home Secretary, John Major's, speech to the conservative party conference in October 1992 (Conservative Manifesto 1992) which centred around the effects of persistent offenders and particular types of offences that were considered to be age related, for example joy-riding. Subsequently, media coverage has continued to fuel public concerns relating to youth crime, as the emphasis has shifted



towards increased re-offending (Campbell and Lewis 2007a, Section 6) and increased prison overcrowding (Campbell and Lewis 2007a, Section 4).

**3.2.** As a result, public concerns and political interest has brought with it a challenge to the ‘nothing works’ argument (Martinson 1974, Raynor and Vanstone 2002) that was influential at the end of the 1970’s to the ‘what works’ hypothesis which is firmly committed to the view that some treatments *do work* and are *more effective* than others.

**3.3.** In 1998, Underdown’s inspection report (Underdown 1998) emphasised the need for evidence-based practice, inviting more research, measurement and evaluation to facilitate future decisions about the direction of sentencing and probation practices. Ten years on and advancements within Government penal policy have recognised that the prevention of re-offending and the management of offenders should be at the centre of the organisation of correctional services in order to significantly reduce crime and to increase public protection (Rethinking Crime and Punishment 2003, 2002, Carter 2003, Home Office 1999, Home Office 2006).

**3.4.** These Government plans for transforming the management of offenders called for a new approach in the delivery of care which aimed to work effectively to reduce re-offending, offering offenders a chance to change and address the multiple problems which they face (Home Office 2004). As a result, the Government proposed the introduction of a concentrated end-to-end management structure for every single adult offender in the interests of better management of risk and far better success in reducing re-offending (Home Office 2006). In bridging the gap between custody-based and community-based offender management, the ‘what works’ agenda became the underlying approach

driving the creation of the National Offenders Management Service (NOMS) (NOMa 2005a).

**3.5.** It is against this backdrop, that the single coordinating agency of NOMs introduced a radical purchaser-provider split for the delivery of non-custodial sentences (NOMS 2005b, 2006, 2007). NOMs commissioning framework has become a fundamental component of NOMs strategic plans to improve the way in which offenders are managed, as well as increasing public protection and reducing re-offending (Noms 2007). The aim is to focus more on the individual with much better and earlier assessment, by offering a wide range of services provided by a cross-sector range of organisations. This will mean an improved assessment process and management of risk, greater success in reducing re-offending, and enhanced prospects for managing a diverse population of offenders whilst tackling their individual needs (Home Office 2006).

**3.6.** Clear Track, a third sector not-for-profit service as part of a multi-agency organisational partnership, is committed to providing a community-based custodial sentencing option aimed at protecting the public and reducing re-offending through establishing alliances with local partners working to deliver a comprehensive innovative package of care. Such partnerships extend across the Home Office, NOMs, the Voluntary Sector Unit (VSU), Community Service Volunteers (CSV), and Springboard; as well as developed partnerships with the local Probation Service, the local magistrates’ courts, local prisons and the local Youth Offending Teams (YOTs). Clear Track has also established professional links with local voluntary and community organisations, for example, Millennium Volunteers, the community police, drug and alcohol intervention practitioners, Sunderland Housing Authority and Job Centre Plus, all of whom have actively committed to

collaboratively develop an effective delivery of care for the Clear Track participants.

**3.7.** It is here that Clear Track moves away from the more conventional one-size-fits all model – where service provision tends to be based upon actuarial practices – towards a more diverse provision which develops a range of skills and offers expertise tailored to provide a thorough and comprehensive strategy which focuses on each offender as an individual, and which identifies individual needs through enhanced assessment processes.

## Process and Structure

### 4. Tailoring Clear Track Programme Activities and Interventions

**4.1.** An offender's rehabilitative needs and requirements for successful integration into the community at the end of their sentence are primarily assessed and established at the onset of their sentence with Clear Track. This is to ensure that offender-related needs are addressed through the appropriate implementation of a tailored rehabilitative programme of care. A clear and simple Clear Track assessment process is vital to the success of the programme, partly because it enables Clear Track staff members to provide an individual programme of care within a specified timeframe for meeting identified needs.

**4.2.** The programme type, a combination of interventions and activities designed to address the needs of an individual offender, will largely depend upon the assessment process itself. In that, it is essential that Clear Track assessment practices are equipped to identify an offender's

level of risk<sup>3</sup>, the underlying factors to their offending behaviour, and their responsivity (Kemshall 2003). Furthermore, a thorough and effective assessment process becomes redundant unless the Clear Track management team are able to accurately match offender-related needs to the types of programme activities and interventions available, alongside appropriate levels of supervision and support.

### 5. Clear Track's Assessment Model as a Process

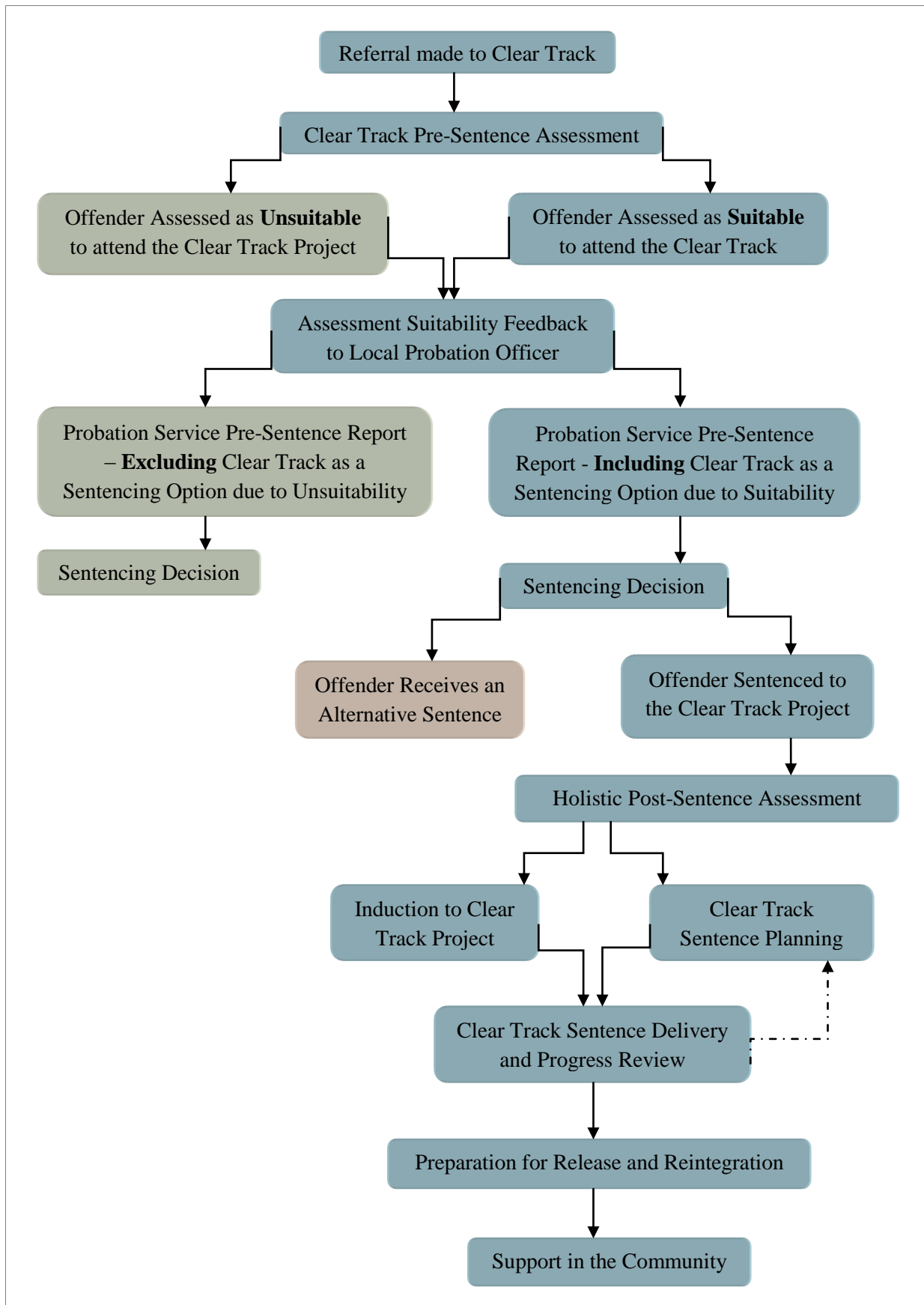
**5.1.** Clear Track's assessment process model provides a detailed and thorough account of how an individual offender will be managed according to their sentence requirements and needs (refer to Table AERIII 7.1). The assessment process model guides the Clear Track management team in determining how best to identify and manage an individual offender's needs, as well as follow-up support once sentenced to the project. The information gathered at each assessment phase is drawn together to develop a structured and specific *Action Plan* which is implemented throughout the offender's sentence at the project.

**5.2.** Clear Track's assessment process is unique in that it begins at the referral phase and continues to be implemented during the offender's time at the project and throughout

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<sup>3</sup> The Clear Track assessment process is primarily based upon safety in respect of risk of serious harm, risks to the individual and other risks as outlined in the Probation Service OASys User Manual, Chapter 8 (Revised Version 2006).

**Figure AERIII 7.1:** Diagram to Illustrate the Clear Track Project's Assessment Model as a Process



their reintegration from the project into the community<sup>4</sup>.

**5.3.** The assessment process model can be compartmentalised as follows (also refer to Figure AERIII 7.1):

**5.4. The Referral Phase:** At this stage of the process the Probation Service recommend candidates whom are deemed eligible to attend the Clear Track Project<sup>5</sup> (Campbell and Lewis 2006a).

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<sup>4</sup> Whereas other Offender Assessment practices primarily focus on offending-related risk and needs of criminal offenders under their supervision, for example the Prison and Probation Services jointly developed Offender Assessment System (OASys) which ‘*is designed to identify offending-related needs, such as lack of accommodation, poor educational and employment skills, substance misuse and attitudinal difficulties for offenders over 18 years of age. It also assesses the risk of harm offenders pose to themselves and others. The objective is two-fold: to devise individual sentence plans from these assessments which manage and reduce the risks and needs identified and target the appropriate types of intervention for each offender and to enable probation officers who will have access to an offender's OASys assessment and sentence plan prior to his release on licence, to make advance arrangements in relation to matters such as accommodation or post-release drug treatment—or public protection in cases where the prisoner presents a significant risk of harm.*’ House of Commons 2004). The Clear Track assessment process is able to provide a thorough holistic assessment for those offenders sentenced to the project focusing upon all aspects of care rather than on constituent parts as in offender focused needs. This means that offender-related risk and needs are not treated separately because they make-up an interconnected whole. For some practical purposes it is necessary for these separations but the artificiality of these distinctions is the main drive for Clear Track’s holistic approach to assessing individual offenders. An holistic assessment might include areas of focus such as mental health needs, sexuality, social well-being, cultural and religious behaviours, physical impairment, as well as other assessed needs which significantly contribute towards quality of life (WHO 1980, 1986)

<sup>5</sup> For more information about the function of Clear Track’s referral process refer to ‘Criteria for Service

**5.5. Clear Track’s Pre-sentence Assessment<sup>6</sup>:** the Clear Track project management team then go onto consider the suitability of the project in addressing the needs of candidates, this involves meeting with the offender and conducting a pre-sentence assessment. A Clear Track pre-sentence assessment primarily considers the level of ‘risk’ an offender may pose to others and themselves in terms of the severity of the offence, the likelihood of re-offending and in the interests of public protection as outlined in the suitability criteria<sup>7</sup> for Clear Track referrals (Campbell and Lewis 2007a) and the Probation Service’s assessment of *Risk of Serious Harm, Risks to the Individual, and Other Risks* as outlined in OASys User Manual – Revised Version, July 2006 (National Probation Directorate 2002).

**5.6.** It is essential that all referrals are assessed by the Clear Track management team to determine an offender’s suitability to the project. It is also essential that this referral takes place prior to any recommendations made to the courts. On at least two occasions young

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*Delivery and Good Practice*’ in Campbell and Lewis (2006a), An Evaluation Report of Clear Track, Phase I Report ERI/03/06, March 2006, Section 11, page 10. A copy of this report can be downloaded at <http://criminaljusticeresearch.ncl.ac.uk>

<sup>6</sup> Please note that the Clear Track pre-sentence assessment is not the same as the Probation Service’s Pre-sentence Report. A Clear Track pre-sentence assessment was devised as an information gathering tool for the purposes of delivering an effective and efficient service. A specimen template of Clear Track’s Referral and Assessment documentation can be found in the appendix of this report.

<sup>7</sup> For more information relating to Clear Track’s suitability criteria refer to ‘Criteria for Inclusion: the Referral Process’, ‘How will Offenders be Selected for Clear Track’ and ‘Suitability Criteria for Clear Track’ in Campbell and Lewis (2007a), An Evaluation Report of Clear Track, Phase II Report ERII/03/07, March 2007, Section 12, Page 19. A copy of this report can be downloaded at <http://criminaljusticeresearch.ncl.ac.uk>

adult offenders have been recommended to the courts to attend the Clear Track project prior to a Clear Track assessment. In the interests of safe guarding the well-being of offenders and in the interests of providing an effective service, the Clear Track management team and the Probation Service need to work collaboratively in order to ensure the timeliness of assessment procedures in relation to sentencing recommendations.

**5.7. Probation Service's Pre-sentence Report:** the pre-sentence report (PSR) provides justices with information relating to the offender's life circumstances, patterns of offending, motivation regarding the offence, the level of risk an offender may pose, readiness to make positive changes and a sentence recommendation. The outcome of Clear Track's pre-sentence assessment is typically discussed between the Clear Track management team and the allocated probation officer prior to the completion of the PSR. Information gathered at this stage by both the probation officer and the Clear Track management team forms the foundation of which sentencing approach will be proposed in the PSR for those offenders who were referred to the project. The PSR writer will consider the eligibility criteria of a referral, alongside a thorough probation assessment and the Clear Track pre-sentence assessment ahead of recommending the Clear Track project as a suitable intervention to either the offender or the courts.

**5.8.** At the time of writing, the Clear Track management team have been unable to access copies of the Probation Service's pre-sentence reports. This is because under the Probation Service's current disclosure policy they are officially unable to release such documents to other agencies. As a result of discussion between the Clear Track management team, its stakeholders and the Probation Service, alternative measures have been put in place in

the interests of information sharing under the remit of *duty of care* for those offenders who are managed in partnership. These alternative measures include restricted<sup>8</sup> access to OASys files relating to those individuals referred to the Clear Track project. The Clear Track management should take full advantage of such opportunities in the interests of drawing together a full history of the individual being referred. The benefits of this become evidenced by an accurate pre-assessment process and appropriate sentence planning and delivery.

**5.9.** Up until now the outcome of the Clear Track pre-sentence assessment has been informally conveyed to the allocated probation officer. In the interests of consistent and efficient information-sharing between multi-agency partnerships, and in the interests of accountability, the evaluation recommends that the Clear Track pre-sentence assessment outcome is reported to partnership agencies, such as the Probation Service, in a more formal and structured fashion. However, both the Clear Track management team and the Probation Service will need to seriously consider issues of confidentiality when discussing offender related information. With this in mind, the evaluation recommends that the Clear Track management team and the Probation Service work in conjunction to draw together an 'information-sharing protocol' which outlines reporting expectations in line with current legislation<sup>9</sup>.

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<sup>8</sup> To safe-guard confidentiality and accountability, in line with the Probation Service's National Standards, the Clear Track management team are able to sit with a probation officer, under their supervision, as the probation officer draws out relevant information from the OASys database relating to the referred case.

<sup>9</sup> The Probation Service's pre-sentence reporting process is discussed in detail in '*Pre-sentence Reports*', Campbell and Lewis (2007b), Second Annual Evaluation Report of Clear Track, Phase II Report AERII/08/07,



**5.10. Sentencing:** given the advice of the PSR, justices must then consider appropriate sentencing in relation to the severity of the offence committed and in light of the offender's previous convictions. This is illustrated in Figure AERIII 7.2, an offender's progression through the court system and their referral onto the Clear Track project (revised).

**5.11. Holistic Post-sentence Assessment:** once an offender has been sentenced to the project, the Clear Track management team conduct an in-depth holistic post-sentence assessment with the young adult offender. Clear Track's post-sentence assessment is unique in that it focuses upon the holistic needs of an individual, as well as their criminogenic risk/needs. The post-sentencing assessment gathers pertinent information to aid sentence planning; a large part of this process consists of a highly structured interview. This two-staged approach to assessing Clear Track offenders is primarily separated into the Clear Track induction and the offender's sentence planning.

**5.12. Induction:** All offenders will go through a Clear Track induction when they begin their sentence at the project. At this stage a full risk assessment is made in relation to the likely harm an offender may pose to themselves, other Clear Track participants, Clear Track staff members and the general public; as well as outlining the 'house rules' of the project and identifying an offender's immediate needs, for example collecting their belongings. Careful consideration is also given to the level of observation needed during the first few days and nights that the young adult offender is at the project when they may have feelings of vulnerability or feeling unsettled.

**5.13.** Within two weeks of being at the project the young adult offender is fully

inducted into the project, this includes signing a Clear Track contract (an agreement between Clear Track and the young adult offender in relation to their conduct whilst staying at the project); allocation of a keyworker (someone who will be responsible for managing their sentence throughout their time at the project); an introduction into the routine of the project; instructions on reporting; and awareness about the health and safety strategy.

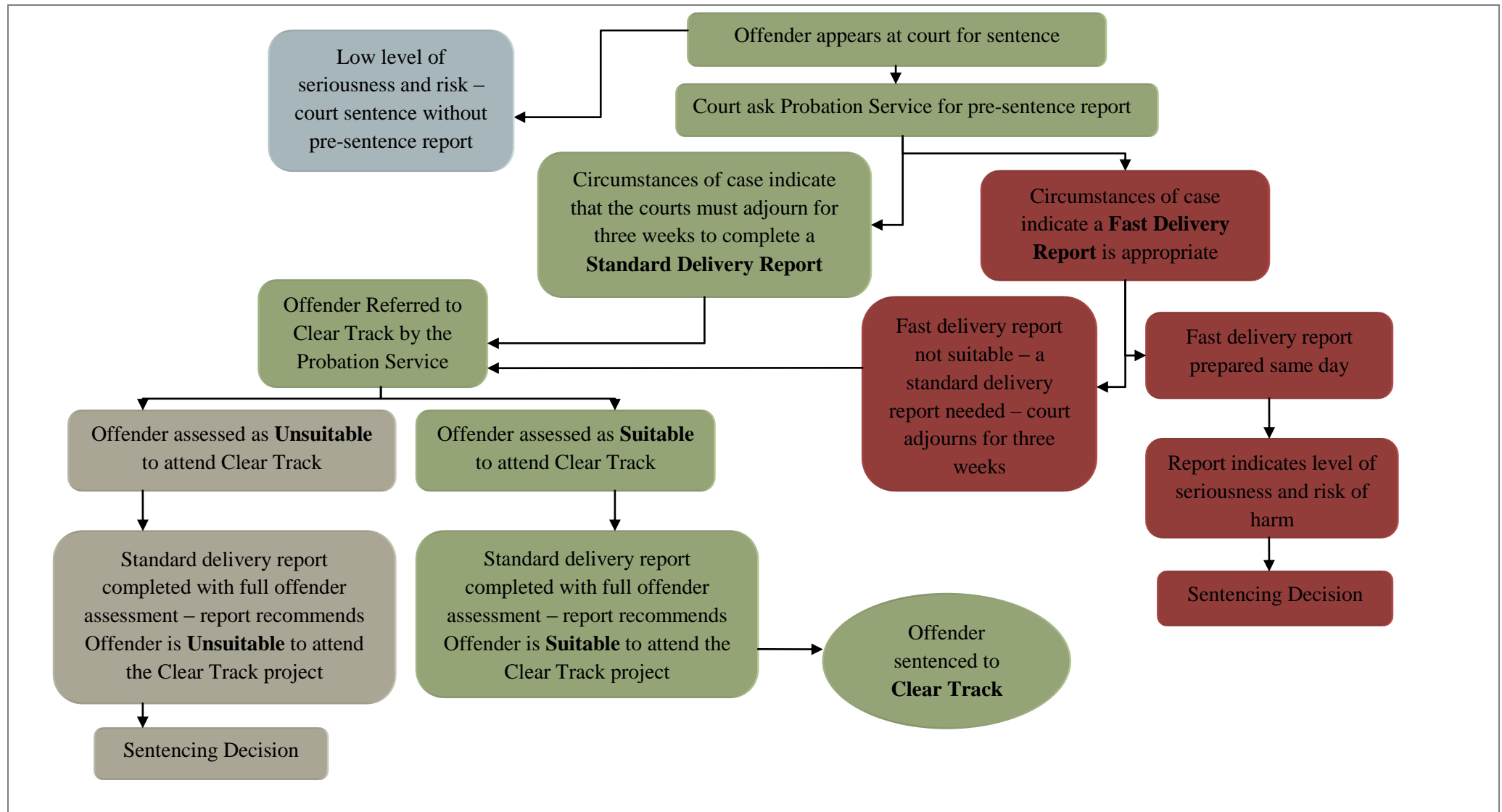
**5.14.** An important aspect of the induction process lies in the invitation made to the young adult to consider taking the opportunity to change their life course. Furthermore, it is at this stage of the sentence planning process that offender-related needs are matched to appropriate interventions and programme activities.

**5.15. Clear Track Sentence Planning<sup>10</sup>:** the offender's allocated keyworker, together with the Clear Track manager, will develop a sentence plan for the young adult offender. In the context of public protection, through the safe management of offenders who have been sentenced to the project, the Clear Track action plan aims to draw together a tailored range of rehabilitative interventions and programme activities, whilst considering the provisions of participants' security level, for example electronic monitoring and curfew. An individual action plan which has been drawn

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<sup>10</sup> Please note that the Clear Track sentence planning is in addition to the Probation Service's sentence planning and supervision, and is specific only to the time the offender will spend at the Clear Track project. A Clear Track sentence plan was devised as a formal approach for the purposes of delivering an effective and efficient service. A specimen template of Clear Track's sample programme 'Skills for Life' documentation can be found in the appendix of this report.

**Figure AERIII 7.2: Offenders Progression through the Court System and Referral onto the Clear Track Project (Revised)\***



together for an offender who is motivated to make constructive changes may include a range of rehabilitative interventions that are designed to address those factors underlying offending behaviours. For those offenders who show little motivation, the task of the sentence plan is to guide them towards acknowledging their responsibility for their offending and developing motivation to change.

**5.16. Clear Track Sentence Delivery and Progress Review<sup>11</sup>:** sentence management is a relatively new concept within criminal justice discourse (Robinson and Dignan 2004). The exact capacity and restrictions of which are not yet clearly defined, however the term can be more broadly understood within the wider rubric of managerialism<sup>12</sup> (Campbell and Lewis 2006b, Robinson and Dignan 2004). Once an offender has been made subject to a Clear Track specified activity requirement, of an overall community order<sup>13</sup>, decisions are made about the specific input that an individual may need according to their risk level, sentence requirements and needs. These decisions are informed by an offender's holistic post-sentence assessment, which is subsequently

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<sup>11</sup> Please note that the Clear Track sentence delivery and progress review is in addition to the NOMS end-to-end management process, and is specific only to the time the offender will spend at the Clear Track project. A Clear Track sentence delivery and progress review was devised as a formal approach for the purposes of delivering an effective and efficient service.

<sup>12</sup> This is discussed in more detail in 'Managing Offenders Better to Stop them Re-offending', Campbell and Lewis (2006b), Annual Evaluation Report of Clear Track, Phase I Report AERI/08/06, August 2006, Sections six, seven and eight, pages 8 – 16. A copy of this report can be downloaded at <http://criminaljusticeresearch.ncl.ac.uk>

<sup>13</sup> Clear Track as a specified activity requirement is discussed in more detail in Campbell and Lewis (2007a), An Evaluation Report of Clear Track, Phase II Report ERII/03/07, March 2007, Section 10, Pages 15-17. A copy of this report can be downloaded at <http://criminaljusticeresearch.ncl.ac.uk>

incorporated into an offender's individually tailored action plan that outlines their specific needs and the identification of those interventions and programme activities that are *needs matched*.

**5.17.** Reviews and assessments play a key role in determining how an offender is managed in the context of the Clear Track project; furthermore, they act as a mechanism for monitoring an offender's progress and their individual response to the proposed interventions and programme activities. The Clear Track management team are on the whole responsible for arranging and co-ordinating the management and delivery of an offender's sentence plan, ensuring that they attend scheduled appointments and programmes, as well as monitoring their progress, reviewing and updating sentence delivery and providing daily support and advice. An essential component within the sentence management process is the appropriate allocation of each specified activity which accurately matches the needs of the offender as identified within the assessment process, by targeting criminogenic related needs.

**5.18.** Appropriate sentence management and delivery on the whole aims to:

- Discourage participants away from crime whilst on the project,
- Keep participants occupied,
- Provide participants with a sense of purpose,
- Provide a range of work-based learning activities, interventions and voluntary work,
- Help and support participants with emotional, physical and mental health needs, including substance misuse,



- Rebuild the confidence and self esteem of participants in doing everyday things,
- Help and support the rebuilding of relationships with families and personal development,
- And develop cognitive skills through challenging perceptions of self and others, attitudes towards offending and motivational issues (Campbell and Lewis 2007a, section 10, page 15).

**5.19. Communication:** communication is also a fundamental aspect to the management, planning and delivery of the Clear Track intervention. The functions of assessing and reviewing an individual offender in a bid to identify offender-related needs should be as transparent a process as possible. Open communication between the Clear Track management team and the offender is paramount to the development of an accurate and subsequently effective action plan. Furthermore, open communication amongst staff members, within the remit of confidentiality, is equally as important in the delivery of an effective and efficient service. This is because *ad hoc* information, upon which vital decisions are based, could result in the mismanagement of offenders. At worst, this could mean that a high-risk, high-security offender is offered an inconsistent approach to supervision and an inconsistent approach to programme enforcement and delivery whilst at the project.

**5.20.** Another fundamental aspect which underpins effective sentence delivery lies within the ‘joined-up’ operational approach to the management of offenders within multi-agency partnerships. As outlined above, it becomes essential that a more formal and structured approach to information sharing is

adopted between Clear Track and actively involved agencies such as the Probation Service. However, ethical considerations such as confidentiality become paramount when discussing the vulnerable aspects of an individual’s case. For this reason the Clear Track management team should allocate a unique reference number to each Clear Track referral, this will enable the Clear Track management team and the Probation Service to discuss and track the details of a case without having to disclose personally identifying information on each occasion, for example date of birth or name.

**5.21.** Thus, this evaluation recommends that the Clear Track management team devise a unique tracking identification number for all referrals made to the project. This identification number could be allocated at the pre-sentence assessment phase. It is further recommended that the unique identification number does not include personal information such as date of birth or name, and that the case number should correspond with each individual case<sup>14</sup>. This can be administered through the Clear Track Equality database. On the whole this will protect the identity of Clear Track participants when an individual’s case is being discussed with outside agencies. It will also help resolve any confusion which could be made when an individual is referred to the Clear Track project on two (or more) separate occasions.

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<sup>14</sup> An example of a unique identification reference number may include the date of referral, the initials of the person referred, and the referral number such as 040908LP037. This will also act as a reference for the Clear Track management team in monitoring referrals, understanding that Mr LP was the thirty-seventh person to be referred on the 4<sup>th</sup> of September 2008. This will then be stored on the secure Equality database which will present a detailed account of the person in question including identifying factors such as date of birth.

**5.22.** The Steering Group and Practitioner Group Committee form an essential aspect of the Clear Track communication and information strategy. The Steering Group and Practitioners Group Committee are able to provide continual support in their commitment to establishing Clear Track as a pilot intervention. This is an ideal opportunity for stakeholders to share their knowledge and expertise in guiding the development and implementation of the pilot project. Committees, such as those described here, should on the whole be chaired independently. Where this is not appropriate, for example at a Practitioners Group Committee meeting where confidential information cannot be discussed in an open forum, the chair should rotate amongst those multi-agencies which make-up the committee.

**5.23.** A practitioner Group Committee proves essential in drawing together a multi-agency support network where the sentence planning and management of each individual Clear Track case can be discussed in the interests of bringing together a wide range of expert support and advice under the umbrella of case management. Similarly, the Steering Group Committee brings together stakeholder and senior managers of a wide range of agencies such as the Probation Service, NOMS, CSV, Springboard and the Clear Track management team. The Steering Group Committee which is chaired independently focuses on facilitating the development and implementation of the pilot project, by providing guidance to the Clear Track management team.

**5.24.** It is important that Steering Group and Practitioner Group Committees have both authority and credibility; on the whole this can be achieved by ensuring that appropriate members are invited to attend meetings, that meetings are chaired and minuted, and that meetings are held on a regular recurrent basis. In the interests of promoting a multi-agency

support network and in the interests of bringing together wide-ranging expert support and advice it is recommended that the Clear track management team and its stakeholders continue to facilitate both Steering Group and Practitioner Group Committee meetings. Overall, efforts should be made to continually strengthen multi-agency partnerships in the strategic planning and development of Clear Track.

**5.25. Preparation for Release and Reintegration and Support in the Community:** Clear Track participants are interviewed prior to exiting the project to re-assess their likely needs for successful reintegration in the community on the completion of their time at the Clear Track project. Because Clear Track is a specified activity requirement of an overall community order, for many offenders leaving the project will not signify the end of their community sentence. Most offenders will continue to be supervised by the Probation Service for the complete duration of their community order. Nevertheless, the emphasis for the Clear Track management team is on ensuring that the individual offender maintains the changes they have made whilst being at the project and continues to be motivated to stay offence free. This level of duty of care is recognised by the Clear Track management team as being of equal importance when empowering individuals to manage themselves within the community. Identifying problems or obstacles which may challenge an offender's motivation to remain offence free, for example lack of employment skills, is an important focus of Clear Track's transitional strategy when empowering an individual to be self-sufficient.

**5.26.** Evidence shows that where offenders are resident in unsettled or unsatisfactory accommodation they are more likely to re-offend. A large proportion of studies and recent government research have identified that

sustained reductions in crime are built on the foundations of decent, affordable, stable housing<sup>15</sup> (see Home Office 2006, 2005, 2002b, Nacro 1991). As a project which provides residential facilities, Clear Track recognises the importance of offering continuous support for those participants requiring such levels of care. Whilst living at the Clear Track accommodation offenders take responsibility for budgeting and food shopping, meal preparation, cleaning and laundry, as well as developing other life and social skills. All of which promotes and encourages responsible independent living whilst helping to develop those life and social skills needed to sustain a independent lifestyle. Furthermore, the Clear Track management team provides continued support in finding and securing move-on accommodation at the end of the Clear Track sentence. This may include help with housing applications, housing bond or acting as an advocate on behalf of the offender where a guarantor may be needed. Clear Track has the facilities to provide move-on accommodation, with at least one self-contained, one-bedroomed flat available for those Clear Track participants to use during their reintegration phase. This approach helps Clear Track participants by closing the gap between the residential support of the Clear Track project and the community environment.

**5.27.** Clear Track participants may also need assistance with re-establishing their living needs such as finding employment, further training or education, financial guidance, contact with counselling or drug/alcohol

<sup>15</sup> For more information on the 'Housing Needs of Young Adult Offenders', 'Addressing the Housing Needs of Young Adult Offenders' and 'Assessing the Effects of the Housing Needs of Young Adult Offenders' see Campbell and Lewis (2006a), An Evaluation report of Clear Track, Phase I Report ERI/03/06, March 2006, Section 4, page 2, Section 7, page 5, Section 13, page 12 respectively. A copy of the report can be downloaded at <http://criminaljusticeresearch.ncl.ac.uk>

agencies or managing health care needs. The Clear Track management team work closely with the project's participants throughout their time at the project to ensure that these needs are addressed and continue to be addressed whilst living in the community.

## The Impact Assessment of Clear Track

### 6. Effective Interventions for Young Adult of Offenders

**6.1.** Punitive focused interventions, for example imprisonment, have been widely and consistently shown to be a costly and a less effective means of reducing re-offending (RAND 2008). This is primarily and historically because custody, as a punishment, was on the whole designed to focus upon the restriction of an offender's liberty and their exclusion from the general public, serving as a form of public protection and a formal, visible punishment (Lewis 2005). Where a custodial sentence 'excludes' an individual from society through removing them from their family and friends, and home and work environment, a community sentence represents a more *inclusive* approach towards rehabilitation and reparation (Campbell and Lewis 2005, Sections 7.6, p10).

**6.2.** *'For less serious offenders a spell in custody is not the most effective punishment. Imprisonment restricts offenders' liberty, but it also reduces their responsibility, they are not required to face up to what they have done and to the effect on their victim or to make any recompense to the victim or the public. If offenders are not imprisoned, they are more likely to be able to pay compensation to their victims and to make any reparation to the*

*community through useful unpaid work*’ (Home Office 1988). The Home Office report went on to state: *‘moreover, if they are removed in prison from the responsibilities, problems and temptations of everyday life, they are less likely to acquire the self-discipline and self-reliance which will prevent offending in the future. Punishment in the community would encourage offenders to grow out of crime and to develop responsible and law-abiding citizens’* (Home Office 1988).

**6.3.** Effective interventions, then, play an essential role in any community strategy designed to reduce the rates of offending (US Department of Justice 2000). However, effective interventions which aim to reduce crime essentially need to acknowledge the multi-faceted nature of crime.

**6.4.** In 2002, the Home Office national standards emphasised the need for a more rehabilitative outlook, expressing that offenders have to be fully occupied and that placements should be physically, emotionally or mentally demanding (Home Office 2002a). The rationale in achieving this would be to change attitudes and behaviours, and teach employment-related and problem-solving skills through ‘modelling, reinforcement and guided learning’ (National Probation Service, 2002). It becomes evident that the effectiveness of a community sentence in reducing re-offending is established by identifying and tackling offender-related needs. Consequently, a one-size-fits-all approach would be difficult to establish when identifying individual offender needs.

**6.5.** It is here that Clear Track is able to ensure the delivery of a wide range of interventions tailored to address the needs of its participants, whilst regularly monitoring and reviewing the development and progress of individual offenders in order to be able to effectively challenge offending behaviour and

reduce re-offending. To accomplish this the Clear Track project concentrates on addressing offending behaviour and assisting with offender-related needs by offering an intense, structured programme of interdependent concurrent activities which aim to *‘offer offenders the opportunity to make constructive use of their time and by learning new skills, enhance their employability and thus reduce the risk of re-offending’* as outlined in the statement of aims, constructive activities partnership service agreement between the Northumbria Probation Service and the Clear Track Project.

## **7. Clear Track’s Programme Activities and Interventions and their Impact in Challenging the Offending Behaviour of Clear Track Participants**

**7.1.** According to the risk principle (Andrews et al 1990, Andrews and Bonta 1994), in order to reduce recidivism, an offender’s risk level should match treatment provisions. For example, low intensity interventions should be designed to address low risk offending behaviour, and more intensive interventions for higher risk offending behaviour. Furthermore, treatment for offending behaviour is most effective when provided to young adult offenders who are at the highest risk of re-offending and that the lower the offender’s risk, the less likely the intervention will be effective (US Department of Justice 2000, Stenson and Sullivan 2001).

**7.2.** With this in mind, the Clear Track management team, who aim to engage with young adult offenders who, at the time of sentencing would have otherwise received a prison custodial sentence, pay particular attention to the types of programme activities





A Clear Track Participant taking part in a Motor Mechanics Vocational Course

which are offered by the project. On the whole, Clear Track project interventions and programme activities are designed to address those factors underlying offending behaviour by focusing upon motivational, rehabilitative and reintegrative requirements (refer to Table AERIII 7.3).

**7.3.** Motivational-based programme activities identify needs, concerns and aspirations relating to a young adult offender's self-confidence, self-image and self-control. A range of art and sports based activities, such as cooking, hill walking, caving, raft building and so on, are implemented to build self-confidence and to bring about awareness of how best to channel energies in a constructive direction.

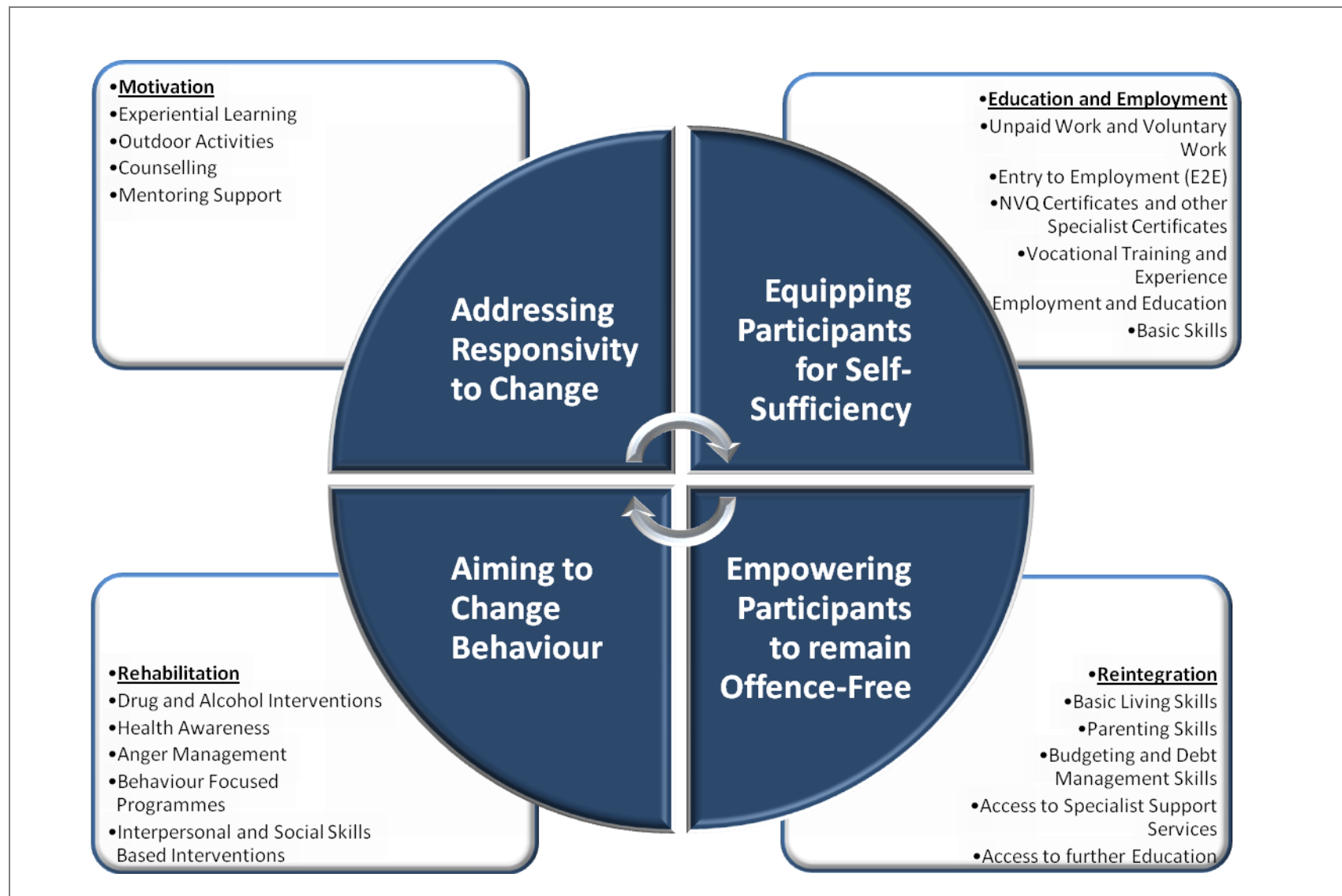
**7.4.** The Clear Track project encourages participation with an emphasis on *fun* as a way to engage the young adult offenders as they work to address and promote a healthy and responsible lifestyle. The underlying philosophy within the practice of motivational-based activities aims to emphasise the relationship of the individual with their social and cultural environment, and to improve their moral and self-awareness of identity, self-esteem and values so that Clear Track participants are more motivated to address their

offending needs. Other motivational-based activities include counselling and mentoring (refer table AERIII 7.3).

**7.5.** Rehabilitative-based programme activities focus on behaviours that contribute towards offending and antisocial behaviour. Behavioural focused programmes, such as drug and alcohol use programmes, require Clear Track participants to deal with factors relating to their offending behaviour. Such activities act as a catalyst to help young adult offenders learn how to identify, analyse and solve problems, as well as how to make constructive decisions, realistically appraise the consequence of their actions and how to assert more control over their behaviour and subsequently their lifestyles (refer Figure AERIII 7.3).

**7.6.** Participants benefit from their involvement in rehabilitative-based programmes in a number of ways, such as accredited vocational training, educational and employment opportunities, awareness of the implications associated with drug and alcohol use, acquired anger management techniques

**Figure AERIII 7.3:** Diagram to Illustrate a Sample of Clear Track’s Programme Activities and Interventions





Clear Track Participants taking part in an Experiential Learning-Dry Wall Rock Climbing Session

and developed awareness in specialist issues such as domestic violence and parenting skills.

**7.7.** Reintegrative-based programmes on the whole are designed to help Clear Track participants successfully reintegrate into the community upon completion of their Clear Track sentence, whilst empowering individuals with the opportunity to contribute to their environment and to improve community relations<sup>16</sup> (refer Figure AERIII 7.3).

## Efficiency Analysis

### 8. The Delivery of a Cost-effective and Efficient Project

**8.1.** The positive shift towards non-custodial penalties demonstrates a state of readiness in the development and implementation of 'third sentencing options' which aim to bridge the

<sup>16</sup> For more information on 'Clear Track requirements and their Impact in Challenging Offending Behaviour' see Campbell and Lewis (2006a), An Evaluation Report of Clear Track, Phase I Report ERI/03/06, March 2006, Section 15, page 14-15

gap between community and custodial provisions (Prison Reform Trust 2005, Home Office 2002c)<sup>17</sup>. Clear Track as a custodial-community sentencing option, aims to provide a realistic, viable and effective 'third sentencing option' to justices by addressing the needs of young adult offenders in the community and by tackling some of the issues associated with short-term prison sentences (Campbell and Lewis 2002)<sup>18</sup>.

**8.2.** Clear Track, a third sector not-for-profit service as part of a multi-agency organisational partnership, has experienced considerable challenges in relation to the implementation and service delivery of an effective project; this is drawn out on two levels. Firstly, up until now there has not been an overall government

<sup>17</sup> For more information on 'Third Sentencing Options' refer to Campbell and Lewis (2005) An Evaluation Proposal of Clear Track, Report EP/11/05, November 2005, Section Two, Page 2

<sup>18</sup> For more information on some of the issues associated with short term prison sentences refer to 'Prison population and its costs' and 'the effects of prison overcrowding' in Campbell and Lewis (2005), An Evaluation Proposal of Clear Track, Report EP/11/05, November 2005, Section three, page 4 and section four, page 5 respectively.

initiative which could accommodate effective partnerships between the government and third sector organisations. As a result, Clear Track as a project developed, delivered and administered by the third sector as an innovative and unique approach to sentencing young adult offenders, was ahead of its time (Campbell and Lewis 2008a, Section 6)<sup>19</sup>.

**8.3.** The Clear Track project was on the whole restricted in establishing itself as a sentencing option<sup>20</sup>. However, third sector consultation proposals have recognised the need to develop and improve policies and secure better public services through effective partnerships between the government and third sector organisations (Ministry of Justice 2007, HM Treasury and Cabinet Office 2007). The introduction of new strategies relating to working partnerships and the third sector could help not-for-profit organisations such as Clear Track overcome some of the legislative and policy limitations that initially challenged the

implementations of the project as a sentencing option<sup>21</sup>.

**8.4.** Secondly, it is important that stakeholders measure the effectiveness of the Clear Track project as an intervention in an ongoing way. This enables the Ministry of Justice, stakeholders, policy-makers and funders to determine *what is working* and *which areas need to be improved*. Furthermore, such measures allow the Clear Track management team to track how effective their efforts are and to adjust them where necessary.

**8.5.** However, caution should be taken over drawing firm conclusions from the results of a single evaluation such as the present Clear Track study. This is because, due to the small number of Clear Track participants, brought about as a direct result of the difficulties in implementing the Clear Track project, the evaluation would be unable to determine the reliability<sup>22</sup>, validity<sup>23</sup> or generalisability<sup>24</sup> of

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<sup>19</sup> For example, current political and policy changes, such as the revision of the Criminal Justice Act 2003, the introduction of NOMS and the restructuring of the Probation Service, the introduction of the contestability and commissioning programme, and current consultation proposals to develop third sector strategy policies, were introduced following the implementation and delivery of the Clear Track project. As a result, the Clear Track project was restricted in establishing itself as an alternative community-based sentencing option within a busy period of organisational realignment (Campbell and Lewis 2008a, Section 6, page 11).

<sup>20</sup> It should also be noted that significant policy changes, such as those outlined here, which are introduced into the practices of governmental organisations and its agencies, take time to be implemented into the working processes and practices of an organisation. As a result, the challenges which faced Clear Track during its first year of implementation have impacted upon the process and structure of service delivery during year two of the project's life (Campbell and Lewis 2008a, Section 6, page 11).

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<sup>21</sup> Technical difficulties which have arisen over the life of the pilot project, include limitations of the sentencing and legislative framework (Campbell and Lewis 2006a, section 9; Campbell and Lewis 2006b, section 8), working partnerships (Campbell and Lewis 2006a, section 14; Campbell and Lewis 2006b, section 9), and the referral process (Campbell and Lewis 2007a, section 12 and 14; Campbell and Lewis 2007b, section 9),

<sup>22</sup> Reliability: is a concept concerned with the consistency and stability of a measure, in other words, should the research be repeated would the same results be obtained.

<sup>23</sup> Validity: is a concept concerned with the accuracy of the results, in other words, are any relationships established in the findings 'true' or are such relationships due to the effect of something else or a chance result.

<sup>24</sup> Generalisability: is a concept concerned with which findings are more generally applicable outside the specifications of the situation studied. In other words, can findings that are drawn from the Clear Track evaluation research be applied as 'true' and therefore duplicated should other Clear Track projects be established in the future.



the findings drawn from the evaluation research. In other words, the trustworthiness of any conclusion drawn from the evaluation research findings would be questionable. That is to say, under different circumstances the delivery of Clear Track as a service is more likely to produce different results. However, this initial evaluation of the Clear Track project points to the potential of ‘good practice’ and can prove informative and useful for other UK Clear Track programme development, as well as for future evaluation research of similar initiatives.

**8.6.** On the whole, Clear Track and its management team have worked purposefully to ensure the delivery of an effective project. All of which provides future investors with the foresight and knowledge base of possible challenges which may arise in the delivery of other UK Clear Track programmes and how these are best tackled.

**8.7.** The evaluation would further question how effective criteria for measuring the success of the pilot project can be met in a period of two years since going ‘live’ given the difficulties which have challenged the service delivery of the project.

**8.8.** The benefit here however, as a pilot-intervention and a third sector not-for-profit service as part of a multi-agency organisational partnership, is that Clear Track is able to deliver their service at no additional cost to the Probation Service.

## **9. Recommendations**

**9.1.** The third bi-annual evaluation report of Clear Track recommended ‘increasing awareness’ in relation to the availability of Clear Track as a specified activity requirement amongst sentencers, probation officers and criminal justice agencies, as an essential element of increasing the potential of referrals

made to the project. Clear Track has made progress over the past five months in relation to increasing awareness by distributing information leaflets and posters to probation officers, magistrates, judges and other relevant criminal justice agencies (for more information refer to Table R13).

**9.2.** The recommendation of Custody Plus (Table R7) has become invalid since the project’s service delivery in November 2006. This is partly due to the fact that the project is currently receiving referrals through the local Northumbria Probation Service; and partly because the then Home Secretary, Dr John Reid, postponed the implementation of Custody Plus as a sentencing option until such a time that the Probation Service and the Prison Service are able to cope with the additional workload (House of Commons 2006).

## **10. Clear Track: Moving Forward**

**10.1.** By utilising the information generated throughout the service delivery of the Clear Track project it has been possible to assess the projects progress, as well as potential areas for development. Based on this and the information compiled in this report, there is a clear potential and opportunity for the Clear Track management team to carefully consider its position with regard to introducing a partnership information sharing protocol between the Probation Service and the Clear Track project; and with regard to protecting the identity of the vulnerable young adult offenders in its care (refer to section 6).

**10.2.** With this in mind, this report suggests two recommendations in the interests of exploiting the full potential of the pilot project. These recommendations are presented in the following tables: Table R14 Partnership Information Sharing protocol and Table R15 Case Tracking Identification.

**Table R14: Information Sharing protocol**

Partnership Information Sharing Protocol	Recommendations
Developing a consistent and efficient information sharing protocol between Clear Track and the Probation Service is essential to the efficient delivery of Clear Track as a service and the overall sentence management of an individual offender.	➤ For the Clear Track management team and the Probation Service to work in conjunction to draw together an 'information-sharing protocol' which outlines reporting expectations in line with current legislation and ethical considerations such as confidentiality.

**Table R15: Case Tracking Identification**

Case Tracking Identification	Recommendations
Protecting the identity of vulnerable adults, such as young adult offenders, is paramount when discussing an offender's case with outside agencies.	➤ For the Clear Track management team to devise a unique tracking identification number for all referrals made to the project, which does not include identifying factors such as name or date of birth.

**Table R1: Accommodation and Supervision\***

Accommodation and Supervision	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
Careful consideration needs to be given to the structure of the accommodation process and supervisory measures in terms of impact, efficiency, and effectiveness. There is also a need to be aware of and reduce the negative effects that community residential supervision may have upon victims and the public.	<ul style="list-style-type: none"> <li>➤ To monitor and assess the accommodation and supervision needs of participants.</li> <li>➤ To accordingly provide enhanced residential supervision for participants.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Accommodation policy in place.</li> <li>➤ Event log, information exchange policy, and community interaction policy in place.</li> <li>➤ Established links with Sunderland Housing Group and Homewood.</li> <li>➤ Advice and guidance on accommodation strategies drawn upon from similar organisations.</li> <li>➤ Conducted thorough market research to establish which properties would best suit the needs of the project whilst creating minimal disruption to the local community.</li> <li>➤ Sessional workers in place to supervise offenders who are to be referred to the project.</li> <li>➤ Regular communication with Group 4 Security regarding supervision of offenders on the Clear Track programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Regular communication with local community officers of Northumbria Police Force manager</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R2: Multi-agency Partnerships\***

Multi-agency Partnerships	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
Developing strong multi-agency partnerships is an essential key to the success of Clear Track when delivering a wide range of interventions tailored to address the needs of young adult offenders.	<ul style="list-style-type: none"> <li>➤ Overall, efforts should be made to continually strengthen multi-agency working throughout the strategic planning and development of the project.</li> <li>➤ There is a need to establish mechanisms which aid the negotiations of strategic planning and the decision making progress.</li> <li>➤ Formal procedures need to be established in relation to information sharing and storage between multi-agency partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track has established strong links regarding networking with Sunderland Drug and Alcohol Forum and Sunderland Housing Group.</li> <li>➤ Multi-agency Steering Group meetings are held monthly.</li> <li>➤ Monthly practitioner meetings are currently being negotiated.</li> <li>➤ Policy and procedures are in place to ensure the security and confidentiality of information sharing and data protection between multi-agency partnerships, particularly the local Probation Board.</li> <li>➤ Clear Track are awaiting the allocation of local Probation Officers from each Sunderland office, this will form part of Clear Track's referral process. Once Clear Track has been allocated the officers, the project will be in a position to hold regular Practitioners meetings.</li> <li>➤ Clear Track have made presentations to Youth Offending Service and Sunderland Social Services Leaving Care Team</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Clear Track remain keen to have the additional support from the allocation of a key person within each of the local Probation Offices however to date this has not been implemented.</i></li> <li>➤ <i>Clear Track have access to appointed personnel with Gentoo Housing, regarding Clear Track's move on accommodation and exit strategy</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R3: The Referral Process\***

The Referral Process	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
In order for Clear Track to consider the suitability of referrals from the Crown Court, the project will need to closely monitor the referral process.	<ul style="list-style-type: none"> <li>➤ To ensure an eligibility and suitability criteria is established for the referral of young adult offenders to Clear Track.</li> <li>➤ To monitor the referrals of young adult offenders from the Magistrates' courts.</li> <li>➤ To fully explore, with relevant partners, the sustainability of referrals of young adult offenders being made from the Crown Court.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track staff will attend the initial pre-sentence assessment with Probation and the potential referral to determine if the offender is eligible and suitable to be referred to Clear Track.</li> <li>➤ Clear Track has the relevant assessment protocols in place to monitor offenders from the initial pre-sentence meeting.</li> <li>➤ A young person's guide is in place to offer advice and guidance to newly referred participants.</li> <li>➤ Information given to potential referrals at the assessment stage, such as an information booklet</li> <li>➤ Clear Track has established good communication links with Probation Officers and PSR writers.</li> <li>➤ Sporadic and irregular communication links between Clear Track and the Probation Service have significantly impacted upon the referral process</li> <li>➤ Clear Track have distributed information leaflets and posters to all probation officers.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Clear Track has established good communication links with Probation Officers and PSR writers, but do not have designated officers as discussed in previous Steering Meetings.</i></li> <li>➤ <i>Clear Track have distributed a "Clear Track File" explaining the programme, criteria and referral process to probation officers.</i></li> <li>➤ <i>Clear Track have also sent correspondence to the National Probation Service promoting the Clear Track programme.</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R4: Clear Track Requirements and Activities\***

Clear Track Requirements and Activities	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
In order for Clear Track to be able to effectively reduce re-offending, the project would need to ensure the delivery of a wide range of interventions tailored to address the needs of young adult offenders.	<ul style="list-style-type: none"> <li>➤ The different partners involved in the delivery of interventions and activities need to work closely together to maximise the range, quantity and quality of care.</li> <li>➤ For Clear Track management team to regularly monitor and review the development and progress of its participants.</li> <li>➤ To closely monitor and measure client satisfaction through the implementation of evaluation questionnaires.</li> <li>➤ To devise and implement an 'exit' strategy to ensure positive re-integration into society including progression into education, employment and accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track has developed Individual Action Plans (IAP) and reviews to monitor and review the progress of the offender.</li> <li>➤ Questionnaires are in place to give offenders an opportunity to anonymously feedback to staff, as well as a complaints structure.</li> <li>➤ An exit strategy is in place to assist with offender related needs as they exit the programme. This will include multi-agency partnerships to tackle issues such as education, accommodation, training and employment needs.</li> <li>➤ Regular communication takes place between Clear Track and Probation to monitor the quality of the project's activities and the compliance of Clear Track participants.</li> <li>➤ Weekly information sharing between Probation Officers and Clear Track via e-mail and phone.</li> </ul>	

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R5: Staffing and Staff Development\***

Staffing and Staff Development	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
In order to maximise potential benefits of the project, Clear Track will need to consider levels of basic and related training needed for the development of staffs' professional skills.	<ul style="list-style-type: none"> <li>➤ To ensure all staff are sufficiently skilled in working with the demands of the project and its participants.</li> <li>➤ To ensure all staff have sufficient training and are confident to undertake their role and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The training needs of Clear Track staff have been carefully identified, alongside the recent development of a training manual.</li> <li>➤ Practitioner specialist will be recruited when needed to deliver in-house training sessions.</li> <li>➤ Sessional workers have been carefully recruited through an application process and an interview panel to meet the needs of both the project and its participants.</li> </ul>	<p><i>Clear Track staff have had the opportunity to attend various training courses in relation to health &amp; safety and working in a residential setting.</i></p>
As part of the pilot of Clear Track, the management team could consider implementing an in-house audit. The benefit here is in providing evidence-based practice identifying the range of available staff skills, experience and staff training needs. This will help in creating and sustaining a culture of work suited to the objectives of Clear Track and future projects, as well as task-appropriate allocation in maximising the utilisation of the diverse skills available.	<ul style="list-style-type: none"> <li>➤ To explore and analyse staff application forms to identify staff skills.</li> <li>➤ To monitor and analyse staff training needs to identify areas of expertise needed to implement the project.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Many of the sessional workers were selected due to their previous experience of working with offenders and young people with challenging and emotional needs.</li> <li>➤ Clear Track has explained the current delay with 'going-live' to sessional workers.</li> <li>➤ Clear Track has compiled a thorough database of its staff, including their qualifications and experience describing areas of strengths and weaknesses.</li> <li>➤ Through meetings with sessional staff, Clear Track has identified training needs, this includes managing challenging behaviour and dealing with emergencies.</li> <li>➤ A second recruitment of sessional staff were interviewed Feb 2007. However, the lack of referrals to the project has meant that these sessional staff have been put on hold</li> </ul>	

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R6:** Clear Track's Business Plan\*

Clear Track's Business Plan	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
A business plan would assist Clear Track and its stakeholders to determine its goals and targets in order to effectively monitor the project's progress and development.	<ul style="list-style-type: none"> <li>➤ To devise a business plan with clear and achievable goals and targets, both long-term and short-term.</li> <li>➤ To monitor the project's progress in relation to each goal and specified targets.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track discusses goals and targets with stakeholders at Steering Group meetings.</li> <li>➤ The Director of Training and Enterprise for CSV, the Manager of Sunderland Springboard, the Home Office and the Clear Track Management are updated regularly with the project's progress.</li> </ul>	

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.



**Table R7: Custody Plus\***

Custody Plus	Recommendations	Developments made in Previous Reports <sup>#</sup>
<p>Clear Track as a Custody Plus provision would be able to demonstrate the project's potential as a community-based element to the sentence.</p>	<ul style="list-style-type: none"> <li>➤ To initiate negotiations with the Prison Service with regard to developing the project as a Custody Plus prototype.</li> <li>➤ To continue in the development of negotiations with the Chief Officer of the Probation Service with a view to developing a referral process between Probation and Clear Track</li> </ul>	<ul style="list-style-type: none"> <li>➤ Due to going-live in November 2006 Clear Track have been unable to pursue this issue</li> <li>➤ Clear Track have given presentations to all Sunderland Probation offices to increase awareness of Clear Track as a sentencing option. Every local probation office has a Clear Track information pack. Clear Track are awaiting the identification of Senior Practitioners from local Probation Service offices to form a constant link between Clear Track and Probation for referrals.</li> <li>➤ Clear Track has distributed relevant information to the local Northumbria Probation Service electronically. This will enable Probation Officers to access information via internal IT systems.</li> </ul>

\*Note: The recommendation of custody plus has become invalid since the project's service delivery in November 2006. For more information refer to Campbell and Lewis 2007, Section 19 and Campbell and Lewis 2007, Section 18.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R8:** Eligibility and Suitability Criteria \*

Eligibility and Suitability Criteria	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
Selecting appropriate candidates for Clear Track is an essential component to successfully addressing offender related needs, challenging offending behaviour and reducing re-offending. The eligibility and suitability criteria are objective measures used in the selection of appropriate referrals	➤ To revise the eligibility and suitability criteria with a view to providing robust and comprehensive detailed criteria aimed at providing an effective and efficient referral process.	➤ Clear Track is to review the age criteria of the young adult offenders who are sentenced to Clear Track. The age criterion currently stands at 18-21 years of age, increasing this to 18-25 years of age.	➤ <i>The Clear Track age range was increased to 18-25 in June/July 2008.</i>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R9:** Substance Misuse\*

Substance Misuse	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
The preliminary findings of the evaluation research indicate that alcohol consumption amongst Clear Track participants is more problematic than drug use amongst the same group, especially in relation to their offending behaviour.	<ul style="list-style-type: none"> <li>➤ To provide appropriate interventions to help address problematic substance use behaviour of Clear Track participants.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track are working in close partnership with local organisations who specialise in substance misuses.</li> <li>➤ Young adult offenders are assessed according to their substance misuse needs and then referred to appropriate interventions. Once assessed Clear Track residents with substance misuse issues are fast tracked to be seen by a substance misuses specialist.</li> </ul>	

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R10:** Cost-efficiency and Effectiveness\*

Cost-efficiency and Effectiveness	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
The lack of referrals made to the project could affect the project's overall cost-efficiency and effectiveness.	<ul style="list-style-type: none"> <li>➤ For the Clear Track management team, its stakeholders and the Probation Service work effectively in increasing the frequency and number of referrals during year three of the project's life.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track promotes the programme on a weekly basis to the local Northumbria Probation Service via phone calls, e-mails, and regular practitioner meetings.</li> <li>➤ Clear Track also works alongside the Youth Offending Service in relation to accessing referrals.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Up to date Clear Track information has been emailed to the National Probation Service so all offices can access electronic copies</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R11:** Induction Criteria\*

Induction Criteria	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
The preliminary findings of the evaluation research indicate that HMP Castington performed better on a number of key induction criteria	<p>➤ To improve upon the Clear Track induction process and to ensure that all Clear Track participants are provided with appropriate support and assistance throughout the induction period</p>	<p>➤ All residents receive an individually tailored induction period which is dependent upon their needs. The main aim of the induction process is to settle, stabilize and introduce individuals to their new and unfamiliar surroundings.</p> <p>➤ Clear Track staff members work on a 1 to 1 basis giving Clear Track participants maximum support with their Education, Employment, Health and other needs.</p> <p>➤ Clear Track staff members work effectively to build and develop a mentor/mentee relationship with all residents, providing a basis for trust which in turn encourages change.</p>	<p>➤ <i>Clear Track staff induct individuals into the programme primarily focusing on personal &amp; social needs. The induction process varies in time depending on the needs of the individual but is conducted within the first few days of being at the project and completed within two weeks.</i></p>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R12:** Dissonance from Offending\*

Dissonance from Offending	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
Individual assessments which aim to identify the type and nature of interventions needed can contribute towards an understanding of an offender and the underlying nature and motivation for their offending behaviour	<ul style="list-style-type: none"> <li>➤ To continually review and re-assess each individual offender to monitor change, progress and developments made in relation to personal circumstances and their dissonance from offending.</li> <li>➤ To comprehensively document and explain the benefit and purpose of each individually selected programme and its activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clear Track regularly reviews the progress and needs of its participants.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Clear Track staff complete daily records on individuals and regularly review all individual cases.</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.

**Table R13: Increased Awareness\***

Increased Awareness	Recommendations	Developments made in Previous Reports <sup>#</sup>	Most Recent Progress made by Clear Track
Increasing awareness, in relation to the availability of Clear Track as a specified activity, amongst sentencers, probation officers and criminal justice agencies is an essential element of increasing the potential of referrals made to the project.	<ul style="list-style-type: none"> <li>➤ To increase awareness through the regular and frequent distribution of information leaflets and posters to probation officers, magistrates, judges and other relevant criminal justice agencies.</li> <li>➤ To liaise with probation officers, magistrates, judges and other relevant criminal justice agencies through management meetings, steering group meetings and seminars.</li> </ul>		<ul style="list-style-type: none"> <li>➤ <i>Email National Probation Service Managers updating them with information about the Clear Track programme</i></li> <li>➤ <i>National Probation Service have been given information cards which can be attached to personal computer systems which aims to draw their attention to the Clear Track programme when writing PSRs.</i></li> <li>➤ <i>Clear Track have made local agencies aware of programme e.g. Disc, Turning Point and Norcare</i></li> </ul>

\*Note: The latest Progress made by Clear Track is shown in italics.

<sup>#</sup> Note: 'Developments made in Previous Reports' presents a historical catalogue of progress made by the Clear Track pilot project which were correct at the time of writing. For a comprehensive and detailed account of each recommendation and subsequent progress made it is necessary to visit previous Evaluation Reports.



- ***Appendix***



Clear Track Documentation to Illustrate the *Working* of Clear Track Interventions



## Clear Track's Pre-Assessment Documentation

<div data-bbox="533 488 967 861"><p><b>Clear Track</b></p></div> <div data-bbox="508 1002 996 1059"><p><b>Service User's File</b></p></div> <div data-bbox="416 1272 524 1305"><p>Number: _____</p></div>	<div data-bbox="1749 333 1809 379"></div> <div data-bbox="1238 608 1368 635"><p><b>Content Page</b></p></div> <div data-bbox="1202 654 1503 997"><ol style="list-style-type: none"><li>1. Referral / Contract</li><li>2. Health</li><li>3. Interests</li><li>4. Family contact</li><li>5. Education / Training</li><li>6. Individual Action Plan (I.A.P)</li><li>7. Reviews</li><li>8. Reports from agencies / Professional bodies</li><li>9. Risk management plan</li><li>10. Transitional strategy</li><li>11. Checklist</li></ol></div>
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### Referral



Name: .....

Current address: .....

D.O.B: .....

Age: .....

NIN: .....

Ethnicity: .....

Religion: .....

#### Emergency contact

Name

Address

Tel No

#### Offence details / sentence

### Health



Name: .....

D.O.B: .....

GP: .....

Address: .....

Dentist: .....

Address: .....

Height: .....

Weight: .....

#### Condition on admission

#### Medical history / allergies

Smoking ☐ Yes ☐ No Amount: .....

Alcohol ☐ Yes ☐ No Amount / units per week: .....

#### Drug / substance use

#### Other comments

### Interests



Hobbies

likes

dislikes

Food

likes

dislikes

What activities might the client be motivated to try.

Other comments

### Family Details



Parents / siblings and current level of contact

Other significant people

Children

Other comments

### Education / Training



Schools attended / Qualifications

### Employment

Previous training / Placement / Employment

Interests in employment / Training

Other comments

### Individual Action Plan



Date: .....

Accommodation

Interventions

Training / education

Targets

### Review

Date: .....

Location: .....



Time: .....

#### Previous action points

--

#### Progress / Issues

--

#### Action points for next review

--

Next review date: .....

Time: .....

Location: .....

### Report

Names: .....

Date: .....

Placement: .....

Tutor: .....



#### Attendance

--

#### Behaviour

--

#### Co-operation

--

#### Attitude

--

#### Other comments

--

### Risk Management Plan



Identified risk (i.e. behaviour, nature of activity)	Risk potential	Management of risk

Dates: .....

Sign: .....

Print Name: .....

### Transitional Strategy



Interview with client prior to exit from programme into collating of all documentation + referral details e.g. employment, further training, accommodation, supporting mentoring agencies, counselling, drug/alcohol, agencies, certificates.

### Checklist



	Yes	No
Referral / Contract	<input type="checkbox"/>	<input type="checkbox"/>
Personal details	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>
Family contact	<input type="checkbox"/>	<input type="checkbox"/>
Education / Training	<input type="checkbox"/>	<input type="checkbox"/>
Individual Action Plan (I.A.P)	<input type="checkbox"/>	<input type="checkbox"/>
Review	<input type="checkbox"/>	<input type="checkbox"/>
Reports from others	<input type="checkbox"/>	<input type="checkbox"/>
Risk management plan	<input type="checkbox"/>	<input type="checkbox"/>
Transitional strategy	<input type="checkbox"/>	<input type="checkbox"/>

Other comments:

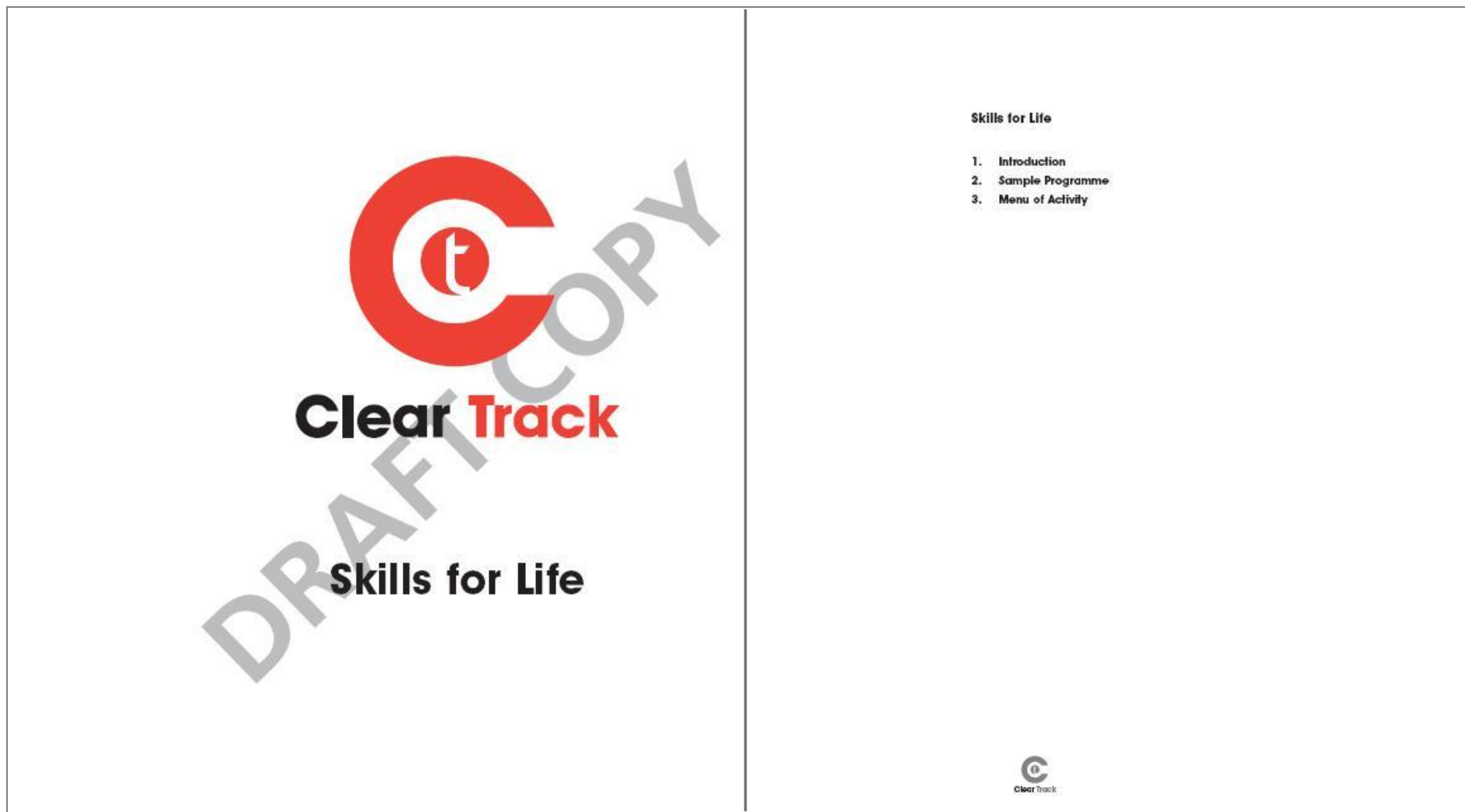
Dates: .....

Sign: .....

Print Name: .....



## Clear Track Documentation to Illustrate a Clear Track Sample Programme of Activities



### Skills for Life

As part of the Clear Track strategy to reduce re-offending rates among the 18-21 male and female age grouping the Sunderland area, Skills for Life courses/ programmes feature high on the agenda.

Clear Track has at their disposal an excellent resource in Springboard Sunderland Trust's Skills for Life Team. The Team are all qualified teachers, holding level four in literacy and numeracy and are experienced in working with disaffected young people, many of whom are already involved in the Criminal Justice system.

It is envisaged that once a client is directed to attend Clear Track an initial assessment will be conducted over a two week period. This will enable the Clear Track team and the Skills for Life team to tailor an individual package for the client with regard to all aspects of the programme.

In the first instance the Skills for Life team will conduct an initial assessment to ascertain the level of ability of each client. Following on from this is a diagnostic assessment will be carried out to further act as an indicator of their literacy and numeracy aptitude. The team are also trained to screen for dyslexia if required. All of the information collated is used to devise an Individual Learners Plan which will incorporate SMART targets whereby the client thrives in discreet, embedded and integrated sessions in a challenging environment.

In an attempt to engage clients the sessions will be dictated by their own individual needs and attitude, and may vary in length and content, this is a unique approach unlike most teaching establishments that are restricted to rigid timetables. If a client finds it particularly difficult to integrate in a classroom situation it may be necessary for one to one tuition to take place in a less daunting environment. This facility is accessible to Clear Track clients and with consultation with the Skills for Life Team who will implement this service.

When the 16 week imposed period of sentence is complete it is hoped the client will have the opportunity to progress onto an E2E programme where recognised qualifications may be achieved.

Clear Track staff and sessional mentor's plan to enhance the work of the Skills for Life Team by recapping on and embedding knowledge that clients have been taught, on a day to day basis during structured activities and leisure time.

It is anticipated that regular feedback and reviews from the Skills for Life Team will ensure that the client is offered the best resources available whilst on the Clear Track programme.

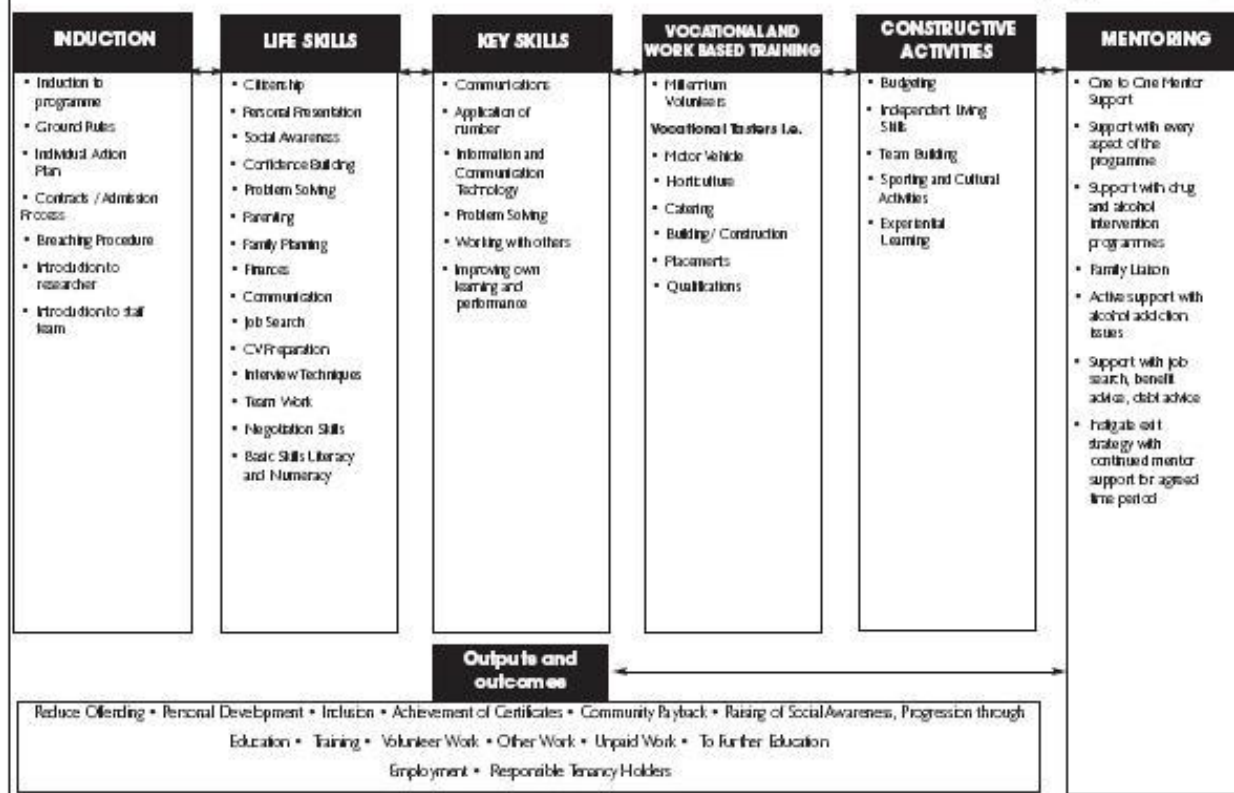


### Clear Track Sample Programme

Activity	Skills Area
<b>Induction to Clear Track main accommodation</b> <ul style="list-style-type: none"> <li>To programme introduction to aims and objectives</li> <li>Ground Rules / Contracts</li> <li>Individual Action Planning and Reviews</li> <li>Strengths and Weaknesses</li> <li>Initial Assessments</li> <li>Video Diaries</li> <li>Profile of Achievement</li> <li>Domestic Issues - Curfews, Consent Forms</li> </ul>	<ul style="list-style-type: none"> <li>Information giving sessions</li> <li>Awareness Raising</li> <li>Making Choices</li> <li>Realistic Options</li> <li>Action Planning</li> <li>Communication, Team Work</li> <li>Literacy and Numeracy</li> <li>Life and Social Skills</li> </ul>
<b>Team Building Exercise</b> <ul style="list-style-type: none"> <li>Preparation</li> <li>Activity</li> <li>Debrief</li> <li>Diaries</li> <li>Discussion Topics</li> </ul>	<ul style="list-style-type: none"> <li>Confidence Building</li> <li>Working Together</li> <li>Problem Solving</li> <li>Literacy and Numeracy</li> <li>Life Skills</li> </ul>
<b>Action Planning and Targets Setting (Projects)</b> <ul style="list-style-type: none"> <li>Prep for Residential</li> <li>Feedback Sessions</li> <li>Review</li> </ul>	<ul style="list-style-type: none"> <li>Numeracy</li> <li>Budgeting</li> <li>Making realistic choices</li> <li>Planning, Problem Solving</li> </ul>
<b>Induction to move on accommodation</b> <ul style="list-style-type: none"> <li>Activities</li> <li>Cooking / Cleaning</li> <li>Rotas / Timekeeping</li> <li>Review</li> <li>Video Diaries</li> <li>Cleaning Duties</li> <li>Debrief</li> <li>Code of conduct</li> <li>Unacceptable Behaviours</li> <li>Prohibitions</li> <li>Appointments</li> <li>Shopping</li> <li>Code of conduct</li> <li>Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge gained will be used for planning further activities requiring budgeting skills i.e. camp</li> </ul>
<b>Introduction to Programme</b> <ul style="list-style-type: none"> <li>Visit</li> <li>Preparation and logistics</li> <li>Diaries</li> <li>Start Projects</li> <li>Complete Projects</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to vocational area</li> <li>Environmental Awareness</li> <li>Health and Safety</li> <li>Problem Solving</li> <li>Team Work</li> <li>Personal Development / Skills for Life</li> </ul>
<b>First Aid Training / Basic Food Hygiene</b>	<ul style="list-style-type: none"> <li>Acquisition of skills and certificate</li> </ul>
<b>In House Vocational Tasters</b> <ul style="list-style-type: none"> <li>Painting and Decorating</li> <li>Computer Skills Graphic / Desktop Publishing</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to vocational area</li> <li>Keyboard Skills</li> <li>Hand and eye co-ordination</li> </ul>
<b>Environmental Tasters / Projects</b> <b>Motor Vehicle / Building and Construction</b> <b>Work Based Learning Opportunities</b>	<ul style="list-style-type: none"> <li>Vocational Tasters</li> <li>Working with others / Part of a team</li> <li>Job Application Skills</li> </ul>
<b>Life Skills</b> <ul style="list-style-type: none"> <li>Family Planning</li> <li>Parenting</li> <li>Bank Account</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Problem Solving / Team Work</li> <li>Personal Skills Development</li> </ul>

## Clear Track

Menu of Activity © Springboard Sunderland 2006



## ▪ ***Abbreviations***

<b>CSV</b>	Community Service Volunteers
<b>NOMS</b>	National Offender Management Service
<b>NPD</b>	National Probation Directorate
<b>NVQ</b>	National Vocational Qualification
<b>PSR</b>	Pre-Sentence Report
<b>VSU</b>	Voluntary Sector Unit
<b>YOTs</b>	Youth Offending Teams

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