

CLI: What we do and why it works.



'My mentor was the difference, I felt her offer of help was genuine...like it was more than just a job to her'
(Mentoring Client)



An Evaluation of the

**Community Led
Initiatives** Mentoring
Service within Manchester
City Integrated Offender
Management Team.

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The CLI team at the Redemption & Justice Awards 2015

Executive Summary

Project Rationale

Community Led Initiatives (CLI) was formed in 2010 by two men who both had lived experienced of the criminal justice system. Following success in delivering mentoring in another area in Greater Manchester, CLI were contracted to deliver what was conceived as a 6 month pilot mentoring project within the Manchester City IOM. In May 2014 this arrangement was extended for a further twelve months. This enabled CLI to establish a presence within the IOM team through the appointment of a project lead and a paid mentor (Support Worker) who would recruit and oversee a number of volunteer mentors. The contract required that the project would deliver a mentoring service to 70 individuals, identified via the IOM team's Case Review Meetings and referred by their probation offender manager. This evaluation is of the Manchester City IOM mentoring service during the 18 month period up to May 2015.

The aims of the evaluation were as follows:

- » To develop an understanding of the CLI mentoring service 'theory of change'.
- » To undertake a process evaluation to support continuous improvement within the CLI service identifying areas for reflection and development.
- » To gather evidence of the impact of the mentoring service across a range of different sources and indicators.

The evaluation drew on a number of different sources of evidence in order to understand the service approach and evidence of impact. This included quantitative data drawn from the CLI project database and information captured from the Police National Computer, and qualitative feedback gathered during seventeen separate fieldwork sessions with a combination of CLI staff, criminal justice partners (practice and strategic leads) and clients of the mentoring service.

Key Indicators of Success

Engagement with the CLI Mentors

- » 96% of the 84 cases worked with on the project engaged with the mentoring service, with 49% actively working with their mentor for over three months.
- » The service has been particularly successful in engaging young adults (67% of 22-25 year olds engaged for over six months) and those assessed by criminal justice practitioners as posing 'threats to others' (37% of the group worked with).
- » The CLI mentoring model reflects a number of key features captured within conceptual models successful approaches to supporting engagement and compliance (Bottoms, 2001).

I have had disputes with my probation officer, tense relationship, but my mentor has been there to act as a middle woman and diffused situations that have prevented a complete breakdown in that relationship with probation. I probably would have been recalled ages ago if it wasn't for her.

(CLI service user)

Summary of Findings and Recommendations

The evaluation has sought to identify potential areas for development in CLI's commitment to the continuous improvement of their mentoring service within the IOM. These are structured under the key headings of the report and the key findings are summarised, followed by any recommended areas for reflection.

How?

- » CLI have a clear stance regarding the need for an individual to be motivated to engage with a mentor if they are to be eligible for the service. This supports other evidence from IOM evaluations reflecting the need for 'readiness to engage'.
- » Engagement with the mentor is voluntary and the activity is focussed on the client's priorities. These appear to be key to the mentor's success in building effective relationships to support change.
- » To effectively communicate these important features of the CLI mentoring service with funders and partners.
- » CLI's mentoring model supports the engagement of clients for between one and six months. This flexibility appears to be responsive to client need and motivation, with the opportunity for individuals to reengage or maintain contact important for service users.
- » To consider the potential trajectories of mentoring relationships in order to ensure they can resource (and are adequately funded for) the range of relationship lengths which they support.

Who?

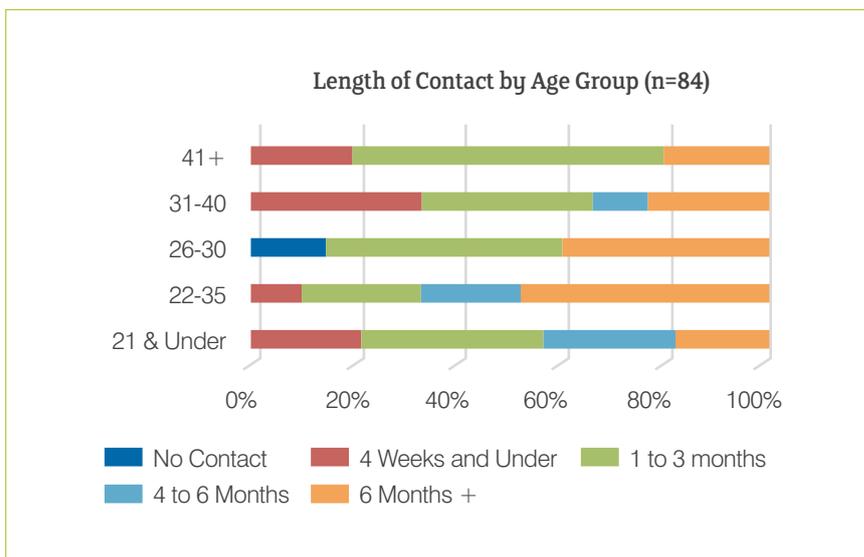
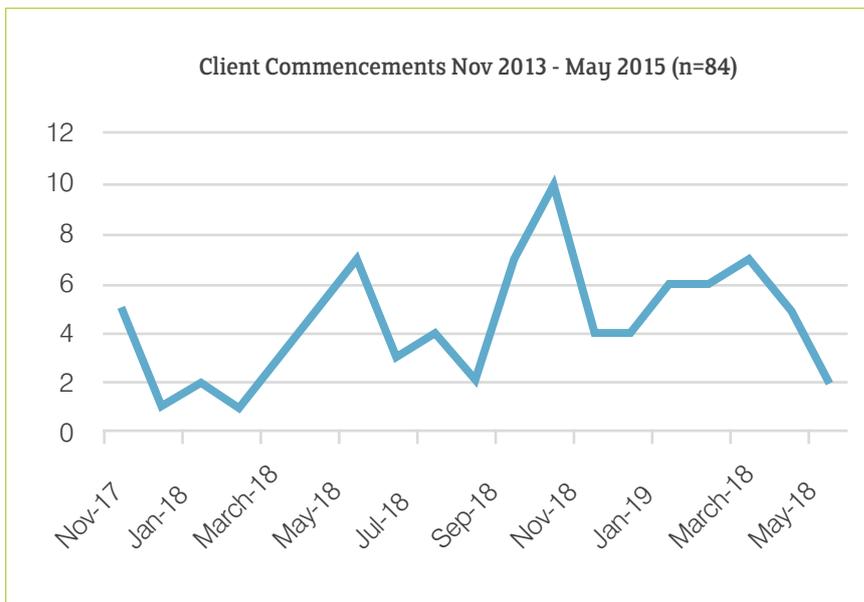
- » The characteristics and personality of the mentor are key to the swift establishment of a trusted relationship. Central to CLI's success is their ability to recruit and develop motivated and passionate staff.
- » The concept of 'being a peer' is significant, but complex. It may rest on personal background or characteristics (i.e. class or gender) as well as 'lived experience' of the CJS.
- » To reflect on the feedback from service users in their future recruitment strategy, maintaining their current approach of carefully selecting their mentors.
- » As the service increases the number of available mentors, CLI should continue to reflect on the process of matching, responding to the experiences and feedback of their service users.

Why CLI?

- » CLI are currently a small, local and peer-led mentoring service that aims to support motivated individuals to make the necessary changes to move away from the CJS.
- » CLI are a forward looking organisation that strongly believe in the capacity for change whilst being able to adopt an inclusive approach to mentoring that has an awareness of 'risk' but is not inhibited by it.
- » The drive behind CLI is the fact that they are a peer-led organisation which allows for an organisational insight into what change involves and what support mechanisms may be most effective in facilitating change.
- » CLI have several 'unique selling points' viewed as important by clients, such as their ability to deliver an authentic offer of support, their willingness to go that 'extra mile', their mentors ability to 'be genuine and real' and their ability to 'invest time' into the relationship.
- » As the service develops and CLI seek to grow their provision any tensions between such up-scale and the retention of their key characteristics and unique features of the CLI mentoring service will need to be considered.

Changes in Imprisonment and Conviction Trajectories

- » This positive engagement with the mentors is reflected in the changing nature of imprisonment, with partners reporting that many clients are sustaining much longer periods out of prison than would be expected.
- » In 56% of mentored cases an analysis of pre and post-conviction trajectories demonstrates that individuals had reduced both their frequency and seriousness of convictions.
- » Where the individual had engaged with CLI for over six months (and importantly the same period could be monitored post engagement) this extended to 69% of cases reflecting a reduced frequency of convictions.
- » Applying the local IOM performance parameters on key offences (of burglary, robbery and wounding), and using the Home Office IOM value for money toolkit 'offence costs data', demonstrates that these reductions in conviction trajectories could represent significant monetary saving.
- » Changing Perception of Self.
- » Over 90% of mentoring clients reported that the service had supported them to build on existing motivation, find new things to do with their time, develop a healthier lifestyle and to move away from offending.
- » Follow-up outcome star assessments completed with 51 CLI mentoring clients revealed self-reported improvements across all areas, most notably their 'motivation', 'use of time', 'social networks' and 'offending'.
- » These indicators of change demonstrate the potential for the CLI mentoring approach to support both primary and secondary desistance from crime, focussing as they do not only on social or economic shifts but also those which enable the individual to develop a new personal narrative and 'de-label' (Maruna, 2003; Robinson et al; 2014).



Over 90% of mentoring clients reported that the service had supported them to build on existing motivation.

What Happens?

- » The contact with clients take a range of forms but mainly provided through multiple one-to-one sessions and phone calls.
- » The activities are extremely diverse in their nature, they are often focussed on supporting engagement, change in the individual's 'use of time' or 'sense of self' or progressing employment outcomes.
- » The location of the mentoring activities is key to both engagement and supporting progress. There were lots of examples of innovative and responsive mentoring practice, and the value of this from a service user's perspective.
- » The Client Database is a hugely valuable resource, CLI will need to routinely reflect on how staff recording their practice to ensure they are able to capture robust evidence of their service delivery.
- » To continue to support mentors (volunteer and paid staff) to be reflective regarding the focus and location of mentoring contacts, and enable opportunities to share good practice.

Who Benefits?

- » The majority of clients are aged 25 and under and reside in the South Manchester police division. Most have significant histories of conviction and imprisonment. Two thirds of clients are assessed as posing some form of 'risk', most commonly 'threat to others'.
- » CLI's clients are assessed as having a number of key qualities which the mentoring relationship seeks to build upon including motivation to make changes and in some cases key skills or relationships which can support progress.
- » There are common challenges experienced by the mentoring cohort, these include basic practicalities such as ID and bank account, positive social networks and use of time, and a range of emotional or diagnosed health issues.
- » To capture key data to ensure able to effectively respond to the range of individuals engaging with their service (i.e. ethnicity, care leaver experiences).
- » To reflect on the current outcome star tool and support the development of staff skills in collaborative assessment and planning.

What Outcomes?

- » IOM partners at all levels (practice and strategic) consistently report high levels of confidence in the organisation and individual staff members.
- » The analysis of conviction trajectories indicates some positive reductions in both the frequency and seriousness of the offending of the CLI client group, which can then be reflected in terms of costs saved both within the CJS and wider communities.
- » Partners and service users report that the mentoring actively supports individuals to remain out of prison for extended periods. This represents a positive outcome for the individual, their family and the costs incurred by society of repeatedly incarcerating these individuals.
- » A number of sources of evidence point to the progress made by mentoring clients in relation to sense of self, use of time, moving towards employment, social networks, living circumstances and sense of well-being.
- » To continue to develop the CLI mentoring model, specifically being clear about the range of outcomes of their service can achieve.
- » To ensure CLI practitioners are both responsive and realistic in their focus on particular strategies and targets for change. Recognising that for some employment may be an achievable and desirable outcome but for others an equally valuable outcome can be a positive personal experience that supports a shift in mind-set or use of time.

Personal Journeys Supported by CLI

Central to the values of the CLI approach is supporting the personal journey of each of their mentoring clients, responding to the individual's motivation and personal circumstances. The key features of the project are captured in the **Theory of Change diagram** and the broad indicators of success are listed above and discussed in more detail in the discussion of the findings in the report.

However, the evaluation revealed that it is without doubt the particular qualities of the relationships, and the unique contexts within which these interactions play out, that demonstrate the value of the CLI mentors to the IOM approach in Manchester. As such, the evaluation has developed three graphic stories to illustrate the common journeys experienced by CLI IOM mentoring clients. These were selected as they reflect a number of shared characteristics of the lived reality of the mentee, common features of the relationship and outcome for the individual.



Having 10 years in Spotlight [IOM] and this, CLI coming in...from what I can see it's kind of turned it around. It's an outlet, a different option to enforcement.

(Criminal Justice Practitioner)



Theory of Change



Characteristics of Clients

- ▶ 67% under 25 years old.
- ▶ 24% from BME Community.
- ▶ 37% Threats to others.
- ▶ Long Histories of Imprisonment.
- ▶ Extensive Previous Convictions.
- ▶ Motivation to engage in process of changing life circumstances.
- ▶ Experiencing a range of personal, social and criminal justice pressures.



The CLI Mentoring Model

How?

- ▶ Determining motivation of the client
- ▶ Developing an understanding and shared action plan
- ▶ Building a relationship: Managing caseloads and boundaries
- ▶ Focus on change: in sense of self and circum-stances
- ▶ Ending the mentoring: staying in touch

Who?

- ▶ Relaxed
- ▶ Genuine
- ▶ Committed
- ▶ Similar Background
- ▶ 'Stayed on my case'
- ▶ 'On a level'
- ▶ 'Nosy, in a good way'

Why?

- ▶ Clear and shared values
- ▶ User-led, creating a belief in change
- ▶ Working with risk: a focus on the possible
- ▶ Challenging and selective recruitment
- ▶ Invest in staff and infrastructure
- ▶ Invest in partnership: working as a team

What?

- ▶ Lots of contact
- ▶ Intense 1 to 1 sessions
- ▶ A new sense of self: Innovative locations and activities
- ▶ Opportunities to talk or reflect
- ▶ Sorting practical barriers
- ▶ Accessing training and finding employment

Criminal justice context
Integrated Offender Management - control | Recall | Monitoring

Personal Context
Social networks | Family circumstances | Relationships



Key Successes

- ▶ 96% of the 84 cases worked with on the IOM project engaged with the mentoring service, with 49% actively working with their mentor for over three months.
- ▶ The service has been particularly successful in engaging young adults (67% of 22-25 year olds engaged for over six months) and those assessed by criminal justice practitioners as posing 'threats to others' (37% of the group worked with).
- ▶ In 56% of mentored cases an analysis of pre and post-conviction trajectories demonstrates that individuals had reduced both their frequency and seriousness of convictions.
- ▶ A focus on locally agreed priority offences (of burglary, robbery and wounding), and applying the Home Office IOM value for money toolkit 'offence costs data', demonstrates that these reductions in conviction trajectories could represent significant monetary saving.
- ▶ Over 90% of mentoring clients reported that the service had supported them to build on existing motivation, find new things to do with their time, develop a healthier lifestyle and to move away from offending.

Social Context

Welfare changes | Housing benefit changes | Employment opportunities



Danny's journey...

...is one starting from a long history of imprisonment, as with many of the CLI IOM mentees, and the individual feeling a strong sense of being 'held by the system'. The mentoring relationship supported a number of key practical outcomes, but more significantly for Danny was that his meetings with his mentor and the activities they did together facilitated a shift in his sense of self outside of the criminal justice context. While Danny was charged with a further offence and recalled to custody (subsequently found not guilty of the charge), as such the mentoring relationship ended. When we spoke with him in prison he was clear that 'nothing is wasted' in relation to what he achieved in his mentoring relationship, that the impact upon him and his relationships would sustain upon release.

Thirteen years earlier inside Barton Moss Secure Unit...



Why are they doing this to me? I want my mum.

Twelve years later Danny is an IPP prisoner due for release...

Have they still got the Hovercraft in here then?
It's years ago I when was in here

No way, he's been in here too

One week later..

So what do you think you're gonna find hard when you get out?

Car Park

Come on let's get going, there's a lot to do but you'll be cool

I'm just gonnat do what she wants, I wanna stay out

You Ain't getting me on that!

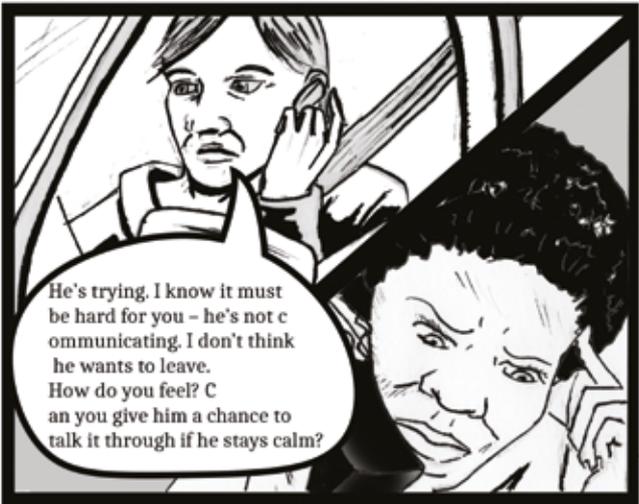
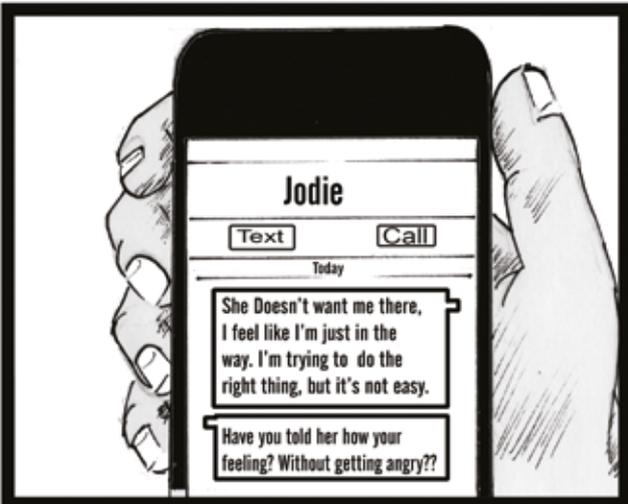
I can't believe you've got me doing this!

This feels good, doing something different

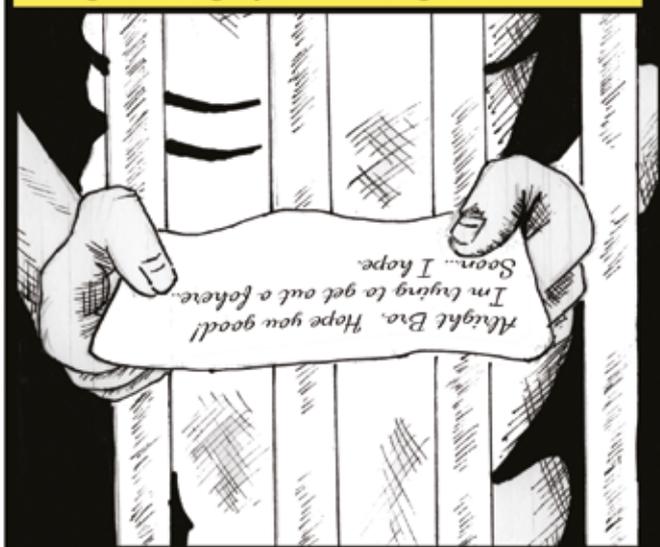
A month after release Danny's sorted his bank account and ID but is feeling frustrated...



At home a few weeks later..



He stayed living at home with mum but other pressures get too much for Danny... Danny is recalled to custody on a new charge, although found not guilty he is still waiting to be released...



Back here again, but nothing with Jodie is wasted. It's waiting for when I get out - next time?



Yassine's journey..

...reveals the potential for the mentoring relationship to support engagement over a fairly short period and achieve lots of practical outcomes. His mentoring was focussed around his motivation to secure employment and he was supported to achieve a number of qualifications, find work and access much needed work equipment. This engaged relationship between Yassine and his mentor also meant that he remained out of custody for a much longer period than would usually be the case. Yet for a number of personal reasons and 'too much going on at home' Yassine did not remain in employment, perhaps significantly though he remains out of custody and with no further charges.

Yassine is two weeks out of prison, he is normally recalled quite quickly. He has agreed to meet Zahra from CLI...



So why do you want a mentor?
How do you think we can support you?

Not as awkward as I thought,
she knows how to get a conversation going

Zahra agrees to work with Yassine and they meet again the following week...

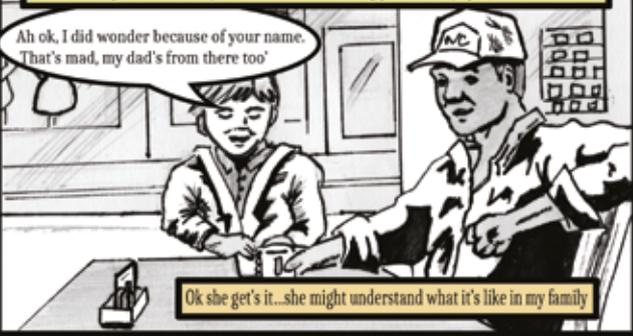


What can we do for you? It's about what you want to get sorted to help you move forward.

I want to do my CSCS.
I tried a Telesales job for a day like haha...

...but not for me, think I'd be better doing something hands on.

Keen to get to know Yassine and take the mentoring outside of probation Zahra suggests they go for a coffee...



Ah ok, I did wonder because of your name. That's mad, my dad's from there too!

Ok she get's it...she might understand what it's like in my family

Yassine is really keen to get work, so they head to the Job Centre together...

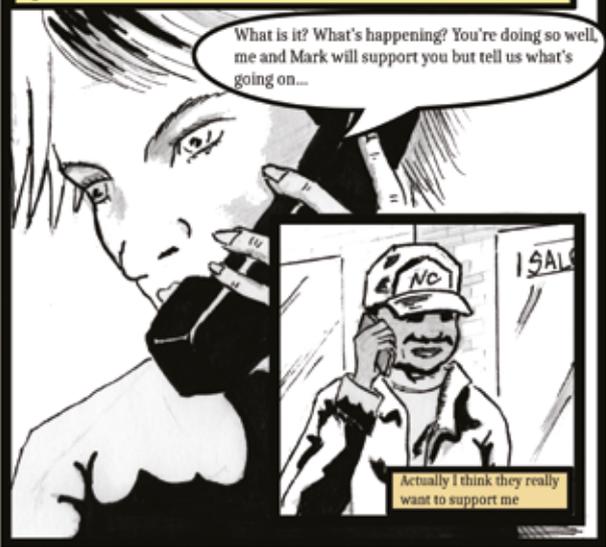


So you up for this?

Yeh, yeh course

Is he serious about this, does he really want it...

Yassine hasn't been keeping in touch as regularly as it was he's agreed to meet for a coffee with Zahra and his PO Mark...



What is it? What's happening? You're doing so well, me and Mark will support you but tell us what's going on...

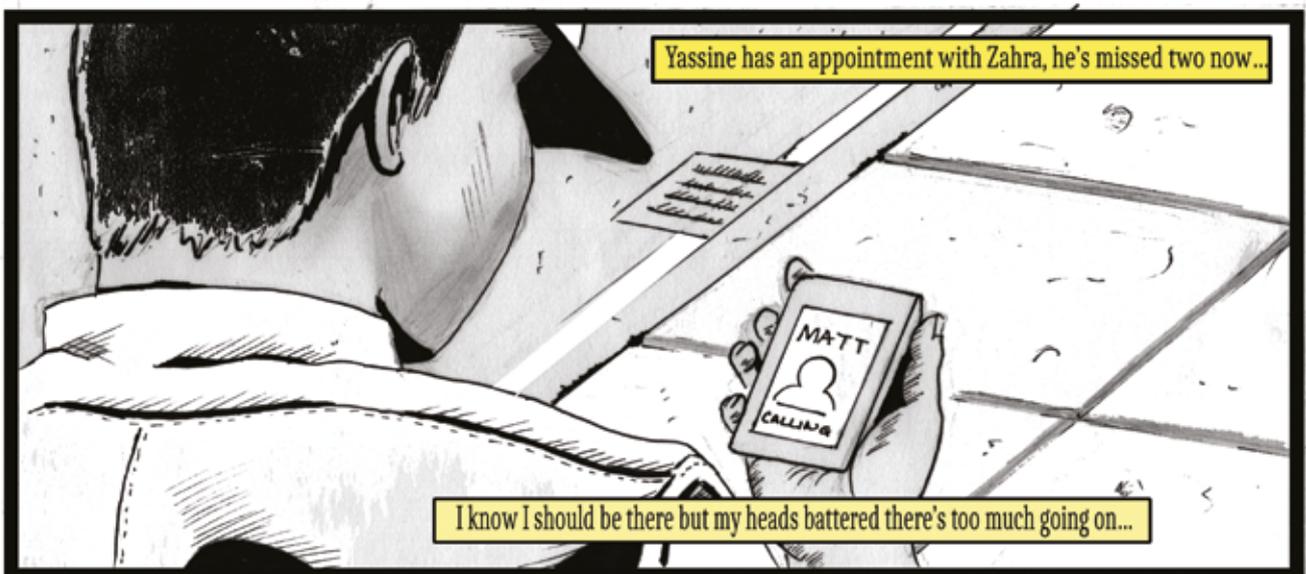
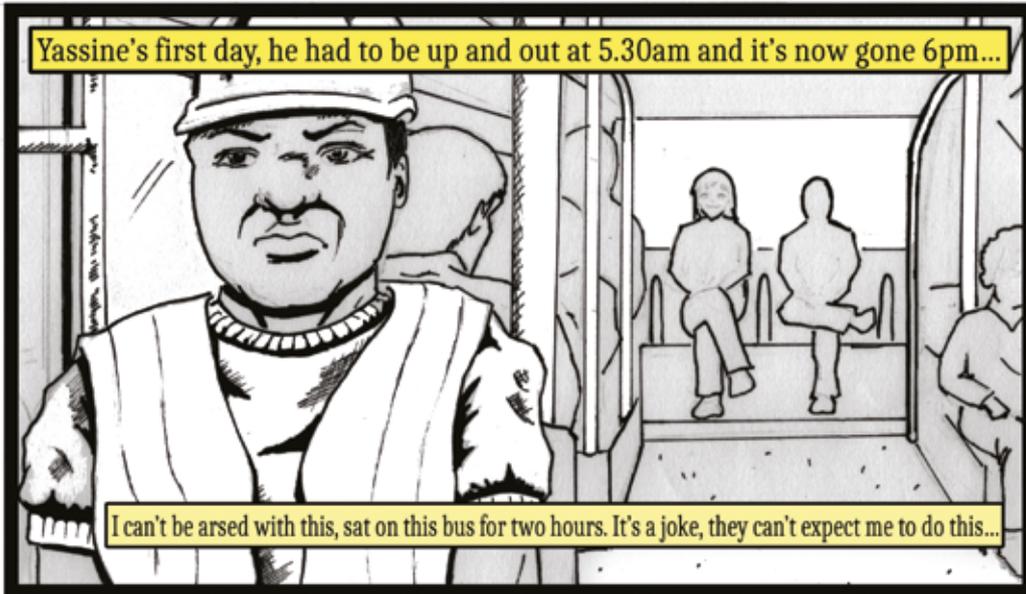
Actually I think they really want to support me

A month later, Yassine has finished his CSCS qualification...



I've had the nod for the money for the boots. Brilliant

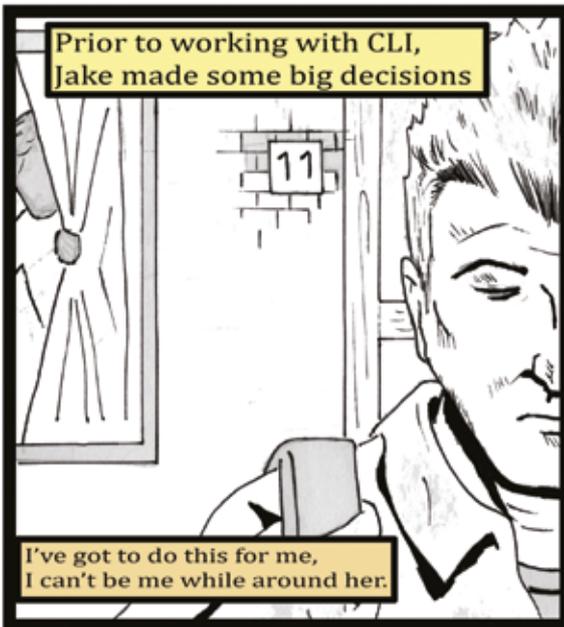
It's been a right mission but I think I've sorted hat and jacket





Jake's journey

The final case study captures Jake's journey, one which may for some represent the ultimate outcome – sustained employment, completion of his order and a settled life in a new area. His story reveals the sacrifice that he had to make to a new start, and the role both his paid and volunteer mentors played in supporting Jake through some critical knock backs and times of self-doubt. What seems particularly relevant to recognise within this journey however is the wider opportunities available to Jake made it possible for him to translate his determination to find work and make a new start a reality. Jake was able to move and live with a relative in a different area a number of miles away from his old network (including some family members), he was also able to secure work with an employer who positively viewed his commitment to change. Other clients we spoke with had Jake's motivation, yet for wider reasons related to family and personal histories or lack of supportive accommodation or employment opportunities found their commitment to change difficult to make a reality.



Prior to working with CLI, Jake made some big decisions

I've got to do this for me, I can't be me while around her.



Jake is transferred to a new probation office in the area he's now living with his Nan.

This is about you, What is it you need to make the changes you want?

She seems easy going, this has come at ust the right time



Jake had applied for a scaffolding job Off his own back, Things were looking good

YES!! I got it!! I can't wait to tell Zahra

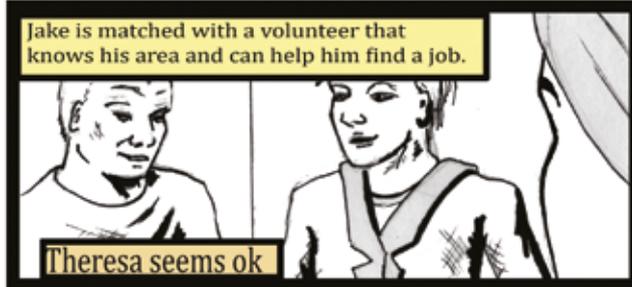


They just called! I can't start the course without some funding or something..

What can I do?

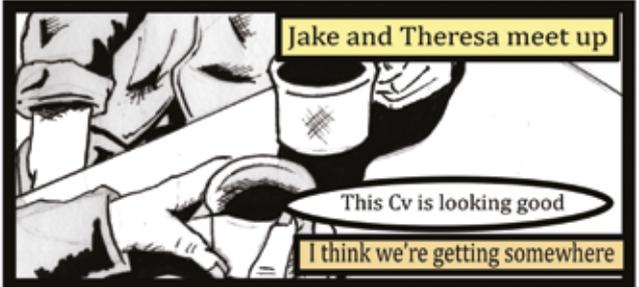
It may not have been meant to be, theres something for you- find it.Let's meet up tomorrow

Zahra meets up with Jake and finds the support he needs



Jake is matched with a volunteer that knows his area and can help him find a job.

Theresa seems ok



Jake and Theresa meet up

This Cv is looking good

I think we're getting somewhere



Yeah it's ok, Theresa, yeah she's cool just need a job now

You'll get there, I know you will, Listen, you can still call me anytime! Speak to you soon!

The night before his job interview, Jake and Theresa go bowling...

I don't know what to expect, what are they going to ask me?

You just have to be yourself, your gonna smash it!

Jake can't wait to call Zahra and tell her

Zahra, I'm buzzing, they said I got the job...

Amazing I knew you could do it! This is it, your on your way

Jake is settled in to his new working routine...

You Hungry Nana? Shall I make us some tea?

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