Contents

Acknowledgements Introduction		x 1
	Introduction	5
	Fears, doubts and grounds for hope	6
	The re-emergence of effectiveness	8
	Methods, policies and values	11
	Welfare, justice and the Criminal Justice Act	12
	Values in practice	16
2	An Offender-Centred Strategy	19
	What change?	19
	What people?	20
	The sources of change	24
	Case studies	27
	Varieties of practice	29
	Social skills	31
	Using research	32
	Conclusion	34
3	Influencing Sentencers: Just Deserts and	
	System Strategies	37
	Introduction	37
	How not to write pre-sentence reports	38
	Pre-sentence reports in the 1970s	42

viii Contents

	Making sense of reports	44
	Legislation and pre-sentence reports	46
	Juvenile justice in the 1980s	48
	Cautioning	50
	Offence-focused practice and system management	51
	Influencing sentencers in the 1990s	53
4	Consistency and Quality in Pre-Sentence Reports	56
	Introduction: pre-sentence reports, justice and	
	discrimination	56
	Assessing the quality of reports	58
	Judges' views of reports	62
	Strategies for improving quality and consistency	65
	Conclusion: assuring quality	69
5	'Some Things Do Work': The New Evidence	71
	Introduction	71
	The reasoning and rehabilitation programme	72
	Meta-analytical surveys	73
	Rehabilitation and the features of successful	
	programmes	74
	Broader measures of success	77
	Promising initiatives in Britain	84
	Conclusion	91
6	Developing and Evaluating a Programme to	
	Reduce Offending	92
	Introduction	92
	STOP: reasoning and rehabilitation in Mid-Glamorgan	93
	Introducing and evaluating the programme	99
	The results of the first year	100
	Conclusion	106
7	Community Responses to Crime: What Role for	
	Probation?	107
	Introduction	107

a	
Contents	12
Conneins	1.4

	r .	Contents	ix
	The meaning of 'community involvement'		109
	Crime prevention and communities: developme	ents	
	in theory and policy		112
	A role for the probation service?		117
	Probation crime prevention practice		119
	Making sense of inter-agency co-operation		125
	Problems in practice		126
	The probation service and victims of crime		130
	Mediation and reparation		131
	Victim support and crime prevention		134
	Conclusions		136
8	Conclusion: Management and the Pursuit of	,	
_	Effectiveness		138
	Introduction	1	138
	The rise of management]	139
	Management and change	1	142
	Anti-discriminatory practice]	146
	Leadership style	1	146
	Location and distribution of power and influence	e 1	148
	Looking after staff	j	149
	Staff development strategy	1	150
	Conclusion	1	151
Ap_{I}	pendix	1	154
Bibliography		1	158
Index		1	172