

# Most Innovative Project winner

Hayley James  
Manager, Interventions  
Essex Probation Trust



Probation Champion of the Year

Diversity and Equality

Interventions

Most Innovative Project

Offender Management

Public Protection

Staff Support

Working in Partnership

Team of the Year

## Salute to a pilot performance

This award highlights projects completed by individuals in the last two years which have had a measurable and beneficial impact on their trust and Hayley James provides an outstanding example.

Hayley was a police officer before joining Essex Probation Trust where she is currently an Interventions Manager. As a military prison sits within Essex Probation Trust's boundaries, Hayley was informally invited to assist in developing new pathways to reduce reoffending. Her involvement followed a number of inspections at the Military Corrective Training Centre in Colchester which recommended a holistic approach to the evaluation of offending behaviour. Working alongside military personnel Hayley set up a pilot group of prisoners who took part in a seven-week thinking

skills programme. The pilot produced remarkable changes in soldiers whose attitude would not normally be expected to change during their stay in the military prison. As a result of this collaboration, seven more programmes have been agreed. The success of this initiative owes much to Hayley's eclectic approach and ability to take the military ethos into consideration. Haley's innovative and supportive style makes her an exceptional advocate for the work of probation in whatever environment it is needed.



“ Hayley's pioneering achievement with the military is both topical and fascinating ”

Judging Panel

### Shortlisted finalists

#### Deborah Pollard

Administrative Assistant  
West Yorkshire Probation Trust

#### Sarah Smith

Senior Probation Officer  
Leicestershire & Rutland Probation Trust

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# Offender Management winner

Jenni Hogg  
Offender Manager  
Essex Probation Trust



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## Crusader of the complex case

This is the category for those who have gone the extra mile to deliver their trust's services while working directly with offenders, and for this achievement, Jenni Hogg deserves a special mention.

Jenni joined probation as a trainee officer in 2004 and is currently an Offender Manager in North East Essex where she provides a solid start to difficult cases.

She works exceptionally hard to address the reoffending risk of those she manages and her approach is effective and holistic.

One of Jenni's recent cases was a self-harmer with significant mental health problems. She set about motivating the offender by attending her mental health meetings with her. As the offender's confidence increased, Jenni arranged

a drawing course. Despite relapses, Jenni made sure she was on hand and the offender is now attending a more demanding college course with her order complete.

Another typical example of her work is a prolific offender who has been in and out of custody for most of his life – but now, thanks to Jenni's time and patience, he is committed to his rehabilitation.

Jenni delivers excellent supervision to challenging cases and produces reports which consistently demonstrate probation assessment at its best.



“ Jenni consistently delivers excellent, all-round work on top of a heavy case load ”

Judging Panel

### Shortlisted finalists

#### John Bates

Offender Manager  
West Yorkshire Probation Trust

#### Katie Trusson

Probation Services Officer  
Surrey & Sussex Probation Trust

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