

**Transforming Rehabilitation :
A View
from Cambridgeshire and
Peterborough Probation Trust**

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Director of Operations, CPPT

Recent History

- 2012 – SoS commenced consultation – Probation Trusts to become local commissioners of offender services
- September 2012 – SoS changed. New SoS withdrew consultation
- January 2013 – SoS launched new consultation – very different from previous consultation
- May 2013 – SoS announces Transforming Rehabilitation

Main Drivers for Change

- Economic – to take cost out of the system
- Political – to reform public services
- Ideological – a belief in the place of the market in delivering public services

Main Points

- All offenders sentenced to less than 12 months imprisonment will receive statutory supervision on release (50 – 60,000 additional offenders per year) – legislation required
- Through the Gate provision – reform in HMPS
- 35 Probation Trusts to be abolished on 31 March 2014

Main Points

- New National Probation Service (NPS) to be created - much smaller than current PS
- England and Wales divided into 21 Contract Package Areas (CPAs) which will be competed for – creation of Community Rehabilitation Companies (CRCs)
- Providers to be paid by successful outcomes (PbR)

Timescales

- A transformation programme in 4 phases
- Programme commenced on 9 May 2013
- Programme to be completed early 2015
- Timescales are ambitious, this is a very complex and complicated change programme

Phase 1

Summer 2013

- Detailed design phase in MoJ
- Preparation for competition – ethical walls
- Design of National Probation Service (NPS)
- 21 CRCs – to be “lifted and shifted” from current arrangements
- Consultation with Employers and Trade Unions

Phase 2

September 2013 – February 2014

- 1st phase of competition for 21 CRCs - competition commenced 19 September
- Offender caseload separated - based on risk of harm assessment – high risk of harm offenders to be managed by NPS, all others to be managed by 21 CRCs
- All staff in Trusts to be identified to transfer to the NPS or to the 21 CRCs on 1 April 2014

Phase 3

Spring 2014 – Autumn 2014

- Final phase of competition for 21 CRCs to be run
- 35 Probation Trusts cease to be operational entities on 31 March
- NPS commences operations on 1 April
- 21 CRCs commence operations on 1 April

Phase 4

Autumn 2014 – Early 2015

- NPS continues to develop and function
- 21 CRCs continue to function
- Contracts awarded to successful bidders
- 21 CRCs sold to successful bidders who take ownership of the CRC for the duration of the contract and return the CRC to government at the end of the contract

Proposed Delivery – National Probation Service (NPS)

- Court assessments
- Initial assessment of all offenders
- Assessments for Recall and Breach
- Approved Premises
- Management of high risk of harm
- Victims work
- Sex offender work
- Multi-agency Public Protection Arrangements (MAPPA)

Proposed Delivery – Community Rehabilitation Company (CRC)

- Community Payback
- Management of low and medium risk of serious harm
- Integrated Offender Management
- Programmes apart from Sex Offending

Strategic and operational issues for the future

- Interface between CRCs and NPS
- Sentencer and stakeholder confidence
- Partnership working
- Managing geography
- Potential isolation of staff

Strategic and operational issues for the future

- Understanding this is new on both sides
- Not losing our offenders along the journey
- Managing a sense of 'interim'
- Prioritising delivery of services to offenders

Strategic and operational issues we face now

- Staff morale
- Recruitment
- Maintaining quality service delivery, performance and delivery of National Offender Management Service (NOMS) Contract
- Understanding that 'business as usual' is challenging

Strategic and operational issues we face now

- Managing capacity demands, primarily for Senior Management Team and support staff
- Planning for the unknown
- Taking our partners and stakeholders with us
- Managing information – what to share and when

you.plus
Sova



Sova Herts Mentoring Project

Herts Services...

Community Mentoring...

- + Hertfordshire Adult offenders -male and female, 18+ on Licence or with Community Sentences

Through The Gate (TTG)...

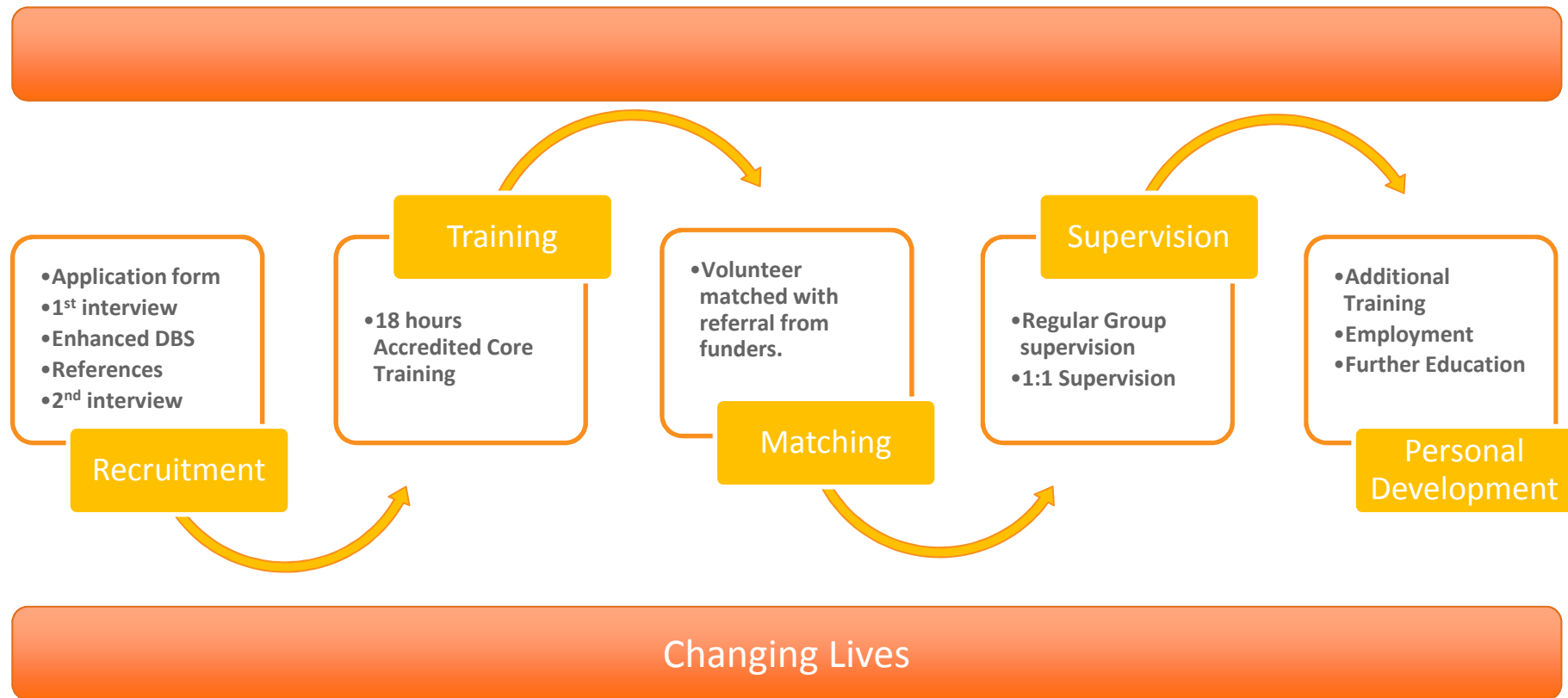
- + Adult Class A drug users returning to Herts on release from prison
- + Willing to engage with drug support and other agencies

Sova Turnaround Transport Service (STTS)...

- + Spectrum (CRI) clients – all
- + IOM clients
- + Other statutory services in recovery



The Volunteer Journey



Our Volunteers continued...

The Herts volunteers are very diverse:

- + Ages range between 22 and 80
- + Ethnicity reflects the service user population in Herts
- + 20% are ex service users
- + 80% of the pool is female reflecting HPT staff demographics
- + 4% are gay, lesbian or bi-sexual
- + 6% are disabled



Herts Mentoring Project Services

Areas in which volunteers support are:

- + Education, Training and Employment
- + Finance, benefit, debt and budgeting advice
- + Relationships and wellbeing
- + Victim support
- + Restorative Justice
- + Specialised mentoring support for female service users
- + Housing
- + Support with form filling, accompanying to appointments, finding, accompanying or signposting to other agencies
- + Relieving social isolation
- + Health (dentists, doctors, healthy eating, and exercise)



The Service Users...

- + HPT Offenders – male and female
- + Integrated Offender Management Unit (IOM) Offenders
- + Choices and Consequences (C2) Offenders
- + Offenders with a Drug Rehabilitation Requirement (DRRs)
- + Young Adult Offenders (18 – 25)



Sova Mentoring in Numbers...

- + **3300** mentoring face to face contact hours
- + **1632** mentoring sessions
- + **822** service users supported



Positive reasons to use volunteers...

- + Challenging judgements
 - + Time!
 - + Pro social modelling
 - + Motivation/Engagement
 - + Compliance with sentence
 - + Impact of peer mentors/Specialised volunteers
 - + Employment
 - + Reduction in 'fear of crime' – CJS ambassadors
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Challenges with using volunteers...

- + **Recruitment**
 - + **Volunteers are not free!**
 - + **Demands/targets from funders**
 - + **Peer mentors**
 - + **Evidence/paperwork**
 - + **Volunteering not top of the list**
 - + **In addition to, not instead of...**
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Challenges, opportunities and risks with the TR agenda...

- Opportunities
 - Through the Gate/Resettlement prisons
 - Contract Package Areas
 - Partnerships
 - Payment By Results
 - Risks
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Feedback from Offender Managers on Sova ...

“The use of a Sova volunteer has been invaluable for my service user who was released from prison with little support, confidence and was very anxious. Having the additional support of Sova assisted in his growing self-worth.”

“The 2 volunteers I have met have been very professional and have excellent understanding of our service and offenders.”

“The volunteers in my opinion are a very useful tool for Probation to utilise to achieve the best possible outcome for the offenders.”

“Sova are a great resource and we would often be left stuck without them.”

“My offender says that he really gets on with the volunteer and sites this as increasing his motivation to attend.”

And finally, quotes from service users on having a Sova
volunteer...

"Mine lets me explore my feelings and I can't do this on probation – there is no time."

"I can unmask and be honest."

"It has been really important to help me be more confident and do things with me as I have no one else."

"I can be open with her – she is not emotionally attached therefore not judgemental."

"Mine has been priceless as he is great and the only human contact I have each week other than a phone call from my mother."

"She helped me through bad times and a dark place."

"He has made me feel I have a right to be alive despite what I'd done."

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+Thank you

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Transforming Rehabilitation: What About Women?

Lorraine Gelsthorpe lrg10@cam.ac.uk)

What do we know about women offenders and risk?

- ▶ W = 24% (m = 76%) out of court proceedings & court disposal
- ▶ Indictable offences -> *property related offences (52%); fraud & forgery (12%); violence ag person (10%); drugs 9%*
- ▶ W = 15% of those under supervision as a result of Community and SSOs (5% of prison pop)
- ▶ Length of C & SS Orders = shorter (f=14% less than a year; m=7% under a yr); fewer requirements
- ▶ Greater proportion of women serving under a yr in prison

Source: Ministry of Justice s.95 statistics on women and the criminal justice system (MoJ, Nov. 2012)

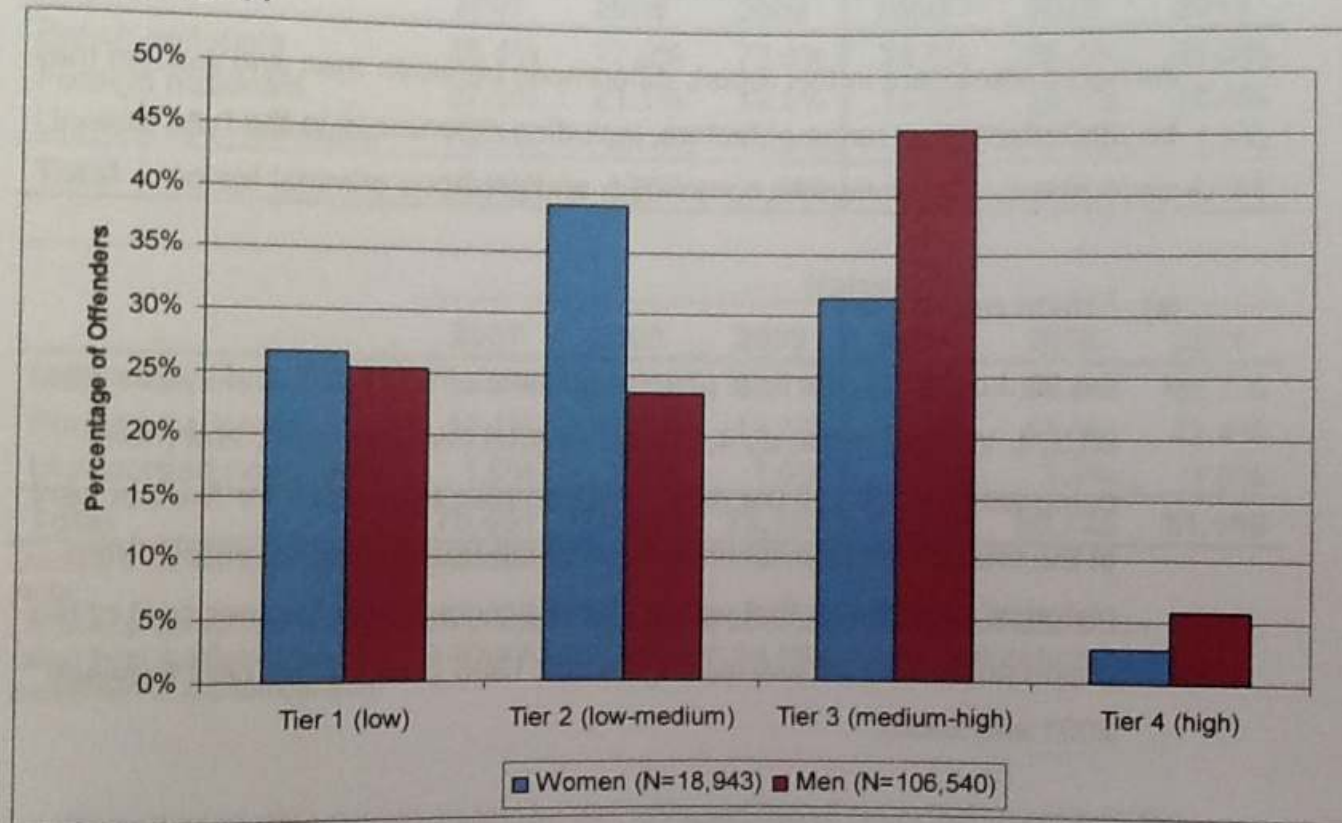
Table: Female sentenced receptions by sentence length* and offence, 2012, England and Wales

	Less than or equal to 6 months	Of which: less than or equal to 3 months	Of which: less than or equal to 4 weeks	Of which: less than or equal to 10 days
Violence Against the Person	617	290	54	1
Sexual Offences	3	0	0	0
Robbery	25	3	0	0
Burglary	81	33	6	1
Theft and Handling	2,159	1,232	231	11
Fraud and Forgery	140	50	7	0
Drug Offences	92	45	7	0
Motoring Offences	96	49	6	0
Other Offences	1,262	743	156	9
Offence Not Recorded	25	13	2	0
All	4,500	2,458	469	22

Note: These figures have been drawn from administrative IT systems. Care is taken when processing and analysing the returns, but the detail collected is subject to the inaccuracies inherent in any large scale recording system, and so although shown to the last individual, the figure may not be accurate to that level.

* Receptions are counted in each of the bands into which they fit, e.g. a 10 day sentence will be counted in all four sentence length bands. **Source:** Ministry of Justice (JSAS/FOI 82495). Courtesy of Rona Epstein.

Figure 5.01: Offenders supervised under community orders and Suspended Sentence Orders by known supervision tier and gender, 31 December 2011



Source: Offender Management Statistics

Proportion of offenders who re-offend 2010 & 2011:
Females (From: Table 5.06 MoJ. S95 statistics W& CJ, 2012)

Adult reoffenders females	2010	2011
	17.3%	18.8%
Adult reoffenders males	2010	2011
	28.3%	28.6%



Improvements regarding provision for women...

- ▶ *‘There have been improvements in the provision for women, notably the development of a network of women’s community projects. We believe these projects must be maintained as they are central to providing a distinct approach to the treatment of women offenders, as well as playing an integral role in supporting women at risk of criminality.’*

Justice Select Committee, 2013




The potential of women's community services to promote desistance

- ▶ Supportive relationships
- ▶ Pro-social modelling
- ▶ Learning new skills/new ways of being
- ▶ Practical management of life
- ▶ Empowerment

Huge potential for women's centres to contribute to desistance



But there are some challenges

- ▶ Lack of robust research findings?
 - ▶ Different theoretical models in play?
 - ▶ A focus on the practical (service delivery) & the need for greater emphasis on models of change
 - ▶ Who are the women accessing the centres?
 - ▶ What do we know about *these women's* needs?
 - ▶ How many needs do women accessing the centres experience and how are these needs related?
 - ▶ What support do the women receive and what difference does receiving this help make for those women who are current offenders?
 - ▶ Analysis re the Dawn Project?
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...and questions to ask

- ▶ How can we achieve consistency in approach in regard to research evaluations of work with women?
- ▶ *Payment by results*: investment merits? sample sizes?
- ▶ What counts? ‘Reconvictions +’ in the new context of commissioning. Is there still scope to define the ‘+’...?. *Are binary measures useful for women?*
- ▶ Ring fenced funding?
- ▶ Ring-fenced focus?
- ▶ (Debra Baldwin and work on women and risk assessment; Helen Grant visiting women’s centres still...)





TRANSFORMING REHABILITATION

Questions from Fieldwork

Jane Dominey 25 September 2013



Themes from Supervisee Interviews

- Compliance
- Getting help
- Relationships with workers
- The importance of probation



Themes from Supervisor Interviews

- Hub and control point
- Working with involuntary clients
- Specialists in risk and offending behaviour

Challenges for CRCs

Will CRCs be able to:

- Retain – and then recruit – staff with the necessary skills and characteristics?
- Build relationships with the other ‘players’ in the local community justice network?
- Work with involuntary clients (including those released from short prison sentences)
- Maintain legitimacy in the eyes of their stakeholders?