

The Transforming Rehabilitation changes to the Probation Service in the UK and their impact upon multi-agency working with the Police

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Presentation Outline

- Integrated Offender Management (IOM)
- Transforming Rehabilitation (TR)
- Generative mechanisms in IOM
- Impact of TR changes on each mechanism
- A possible bright spot?

Integrated Offender Management

- Staffed by designated, co-located police and probation personnel
- Participants accepted once they have met criteria designed to identify the most prolific offender
- Participants are subjected to high levels of police monitoring and programmes of intensive probation supervision, which seeks to address their offending behaviour and other needs
- This activity is underpinned by information sharing mechanisms
- Agreed procedures are in place for a swift response to a breach of conditions

(Worrall and Mawby, 2004, p. 271)

Transforming Rehabilitation

- Probation Trusts spilt into:
 - National Probation Service – responsibilities for work with courts, breaches and assessments and the supervision of high risk of harm offenders - 30% of current workload
 - Community Rehabilitation Companies – responsibility for supervision of low-medium risk of harm offenders. To be competed for, paid using PbR - 70% of current workload
- Post custodial supervision to be expanded to all those released from prison, for a period totalling 12 months (including custodial period)

Generative mechanisms in IOM

Drawn from my own research:

1. The relationships established between offenders and IOM staff
2. The intensity and structure of the contact with offenders
3. The effect of close interagency working and communication

The Impact of TR - Mechanism 1

- **The relationships established between offenders and IOM staff**
 - Affected by the initial split into two agencies and then movement between the two based on risk and position in the criminal justice system

'there's going to be a lot of to-ing and fro-ing between private and public which seems all a bit messy to me' (Probation service officer)

- Affected by the quality of the staff employed in the CRCs and the motivation of the organisations

'they're [offenders] not stupid, they know if somebody knows their stuff or is naive ... They really can suss people out' (Probation officer)

'the bottom line is you know, they're there to make profit, they're not there for the public service' (IOM sergeant)

The Impact of TR - Mechanism 2

- **The intensity and structure of the contact with offenders**
 - Making IOM a financially unattractive way of working under payment by results – risk of cherry-picking

‘they are not sexy clients, they are not payment by result clients... They are the ones that may be seen as a collateral damage if you like, let’s not focus on them because ... there are no easy wins here’ (Senior Probation Officer)

‘we will need to ensure ... that providers are incentivised to work with this group of offenders as much as anybody else but it’s going to be a difficult one to pull off I would say’ (National Interviewee 2)

The Impact of TR - Mechanism 3

- **The effect of close interagency working and communication**
 - Which have taken years to develop and are based on trust and a public sector ethos

‘one of the things that we’ve learnt is that actually multi-agency working and communication and information-sharing are quite difficult. You know, it takes a long time to set those things up, it takes a long time to build those relationships of trust’ (Senior Probation Officer)

- Requiring quick decision making and open exchange of data – which could be threatened by payment by results

‘The issues I can see straightaway are what is the incentive for those companies to breach anybody? Because if they breach them they won’t get paid for a reduction of reoffending’ (IOM Police manager)

A possible bright spot?

- Making all offenders subject to statutory post custodial supervision
'the only good bit, which I totally agree with, is bringing in that under 12-month group' (Probation Officer)
 - But ...

But ...

'IOM will die ... IOM is expensive, there's no statutory responsibility to deliver IOM' ...

'It's very different from getting somebody a job, like the work programme; I haven't got an issue with that being in the private sector but justice is serious' (National Interviewee 3)

Thank You.

Questions?