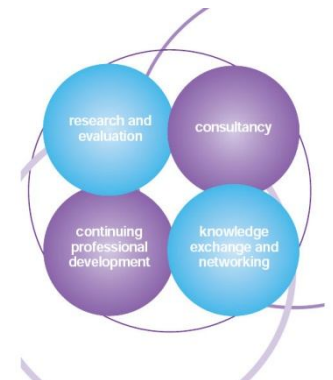


# Can Big Society deliver offender management?

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# Hallam Centre for Community Justice

## Recent and current work

- Evaluation of '**Building VCS involvement in Integrated Offender Management (IOM) Programme**' – Home Office
- **IOM** pioneer sites and **third sector** engagement - MoJ
- Evaluation of Nacro MOVE - a **VCS capacity building** NOMS Change-up project - NOMS
- '**National**' evaluation of five **Integrated Offender Management** pioneer sites – process evaluation, break even analysis and impact feasibility study - MoJ
- Impact evaluation and economic evaluation of IOM in Leeds & in Sussex
- '**National**' evaluation of five **Intensive Alternatives to Custody** (IAC) pilot projects – process evaluation, break even analysis and impact feasibility study - MoJ
- Review of Layered Offender Management and Tiering in Prisons - MoJ
- Development work on **Payment by results (PbR)**

# Pertinent questions

- What does Big Society look like?
- What are the opportunities for VCS to deliver offender management?
- What are the challenges for the VCS in delivering OM and how can they be overcome?

What does Big Society look like?

## Prevailing narratives about Big Society & VCS efficacy

- VCS can deliver services effectively - as well as (if not better than) public and private sector agencies
- "*We're only a charity...*" - VCS can't deliver as well as, or effectively as public and/or private sector agencies
- "*The Heineken effect*" - VCS delivers (niche) services to individuals in ways that neither public and/or private sector agencies can
- "*Cameron effect...*" - Ordinary people rising up and doing it for themselves; VCS = volunteer sector (nil cost)

# VCS - A multi-headed beast?

Annual income bracket	Number of charities	%	Annual income £bn	%
£0 to 10,000	71,972	44.5	0.237	0.4
£10,001 to £100,000	50,729	31.4	1.774	3.2
£100,001 to £500,000	17,312	10.7	3.924	7.1
£500,001 to £5,000,000	7,822	4.8	11.758	21.4
£5,000,000 plus	1,772	1.1	37.344	67.9
<b>Sub-Total</b>	<b>149,607</b>	<b>92.5</b>	<b>55.037</b>	<b>100.0</b>
Not yet known	12,080	7.5	0.000	0.0
<b>TOTAL</b>	<b>161,687</b>	<b>100.0</b>	<b>55.037</b>	<b>100.0</b>

Charity Commission England and Wales - 31st March 2011

What are the opportunities for the VCS  
to deliver offender management?

# A brief history of probation...

- **1870s**

Frederick Rainer makes a five shilling donation to the Church of England Temperance Society to help break the cycle of offence after offence and sentence after sentence. The Society appoints a 'missionary' to Southwark court and the London Police Court Mission is born.

**1880s**

The mission opens homes and shelters - but the Probation of First Offenders Act 1887 contains no element of offender supervision.

**1900s**

The Probation Service is formally established in 1907. Between 1910 and 1930 the prison population halves, probation has played a major part

<http://probationassociation.co.uk/about-us/history-of-probation.aspx>



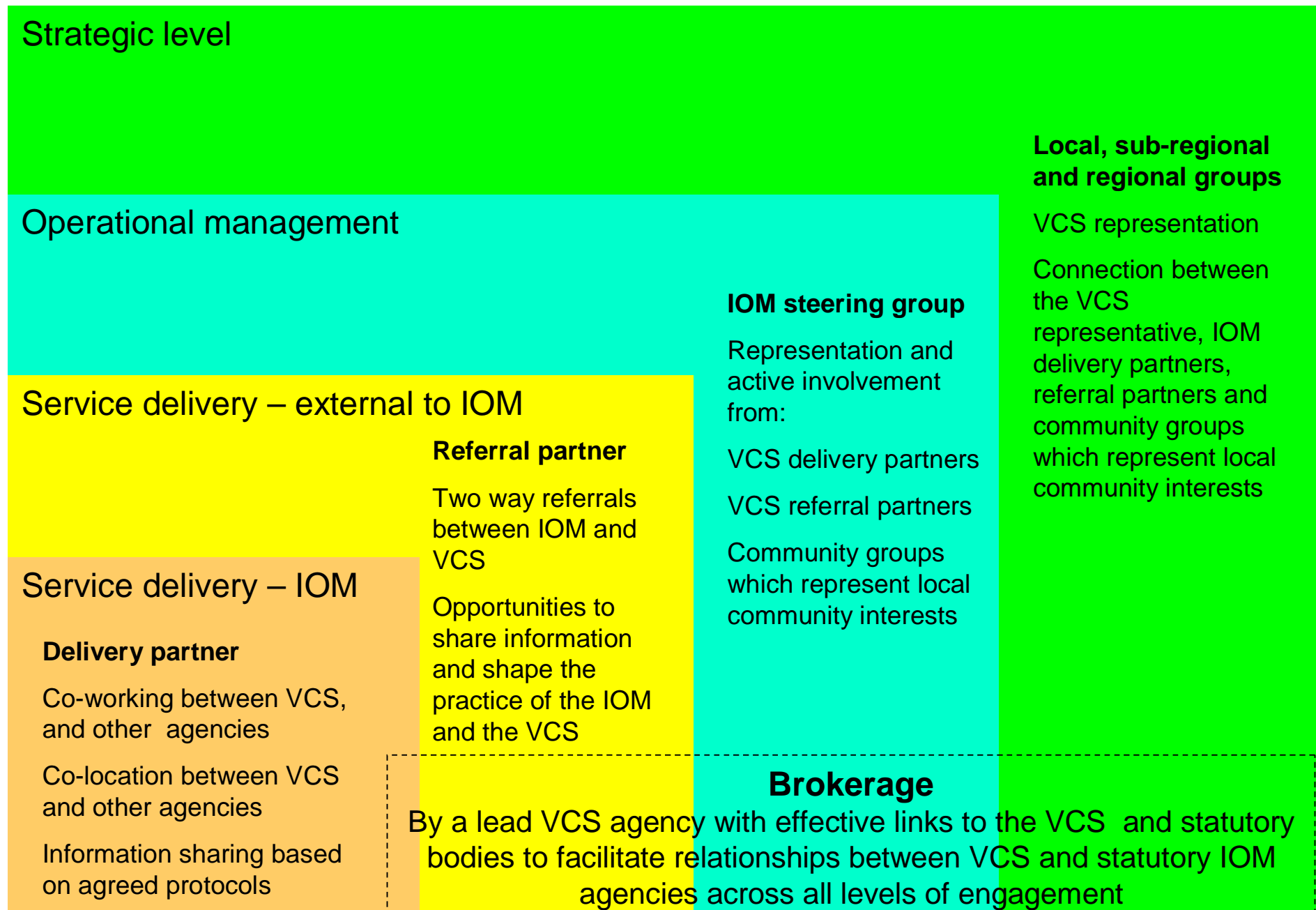
# A plurality of 'offender managers'?

- **Probation** - statutory responsibilities for statutory offenders
- **Police** - acting as OM's through IOM arrangements (IOM evaluation)
- **Prison officers** - acting as OM's through OM arrangements in prison (Layered OM)
- **VCS agencies** - drugs and housing staff acting as OM's (IOM evaluation) mentors acting as OM's (IAC evaluation)

# Integrated Offender Management

- **Selection and de/selection of IOM offenders**
- **Case management of IOM offenders** through:
  - One to one case management by a dedicated OM
  - Day to day offender management by co-located staff from – primarily police and probation with some partially co-located pathways service providers
  - Multi-agency case conferencing on a regular basis
- **Pathways interventions** responding to welfare and criminogenic needs identified through case management
- **Police and/or probation enforcement/other activities**, resulting from case management

## Revised model of VCS engagement with IOM (2011)



What are the challenges for VCS in delivering OM and how can they be overcome?

# An uncertain funding/commissioning landscape

## **Evidencing impact and cost effectiveness**

- Using existing research evidence
- Being smarter at collecting right type of data to evidence impact and cost effectiveness
- Commissioning independent evaluation

# Ideology and values

**Reconciling a commitment to inclusion with contributing to and/or triggering breaches/enforcement**

- Data sharing agreement between VCS and statutory agencies
- Building VCS involvement in IOM report and good practice toolkit

# Competition

## **Competing with other VCS, public and private sector providers**

- Collaboration/consortia with VCS and/or other sectoral providers. (NB transaction costs, financial and reputational risks)
- Reviewing delivery processes - "do more for the same" or "more for less"
- Evidencing impact and cost effectiveness

# Maintaining a varied VCS market

## **One for policy makers and commissioners**

- Recognising the requirement for: volume services; niche services
- Variety of purchasing methods: competitive tenders; grants; spot purchasing

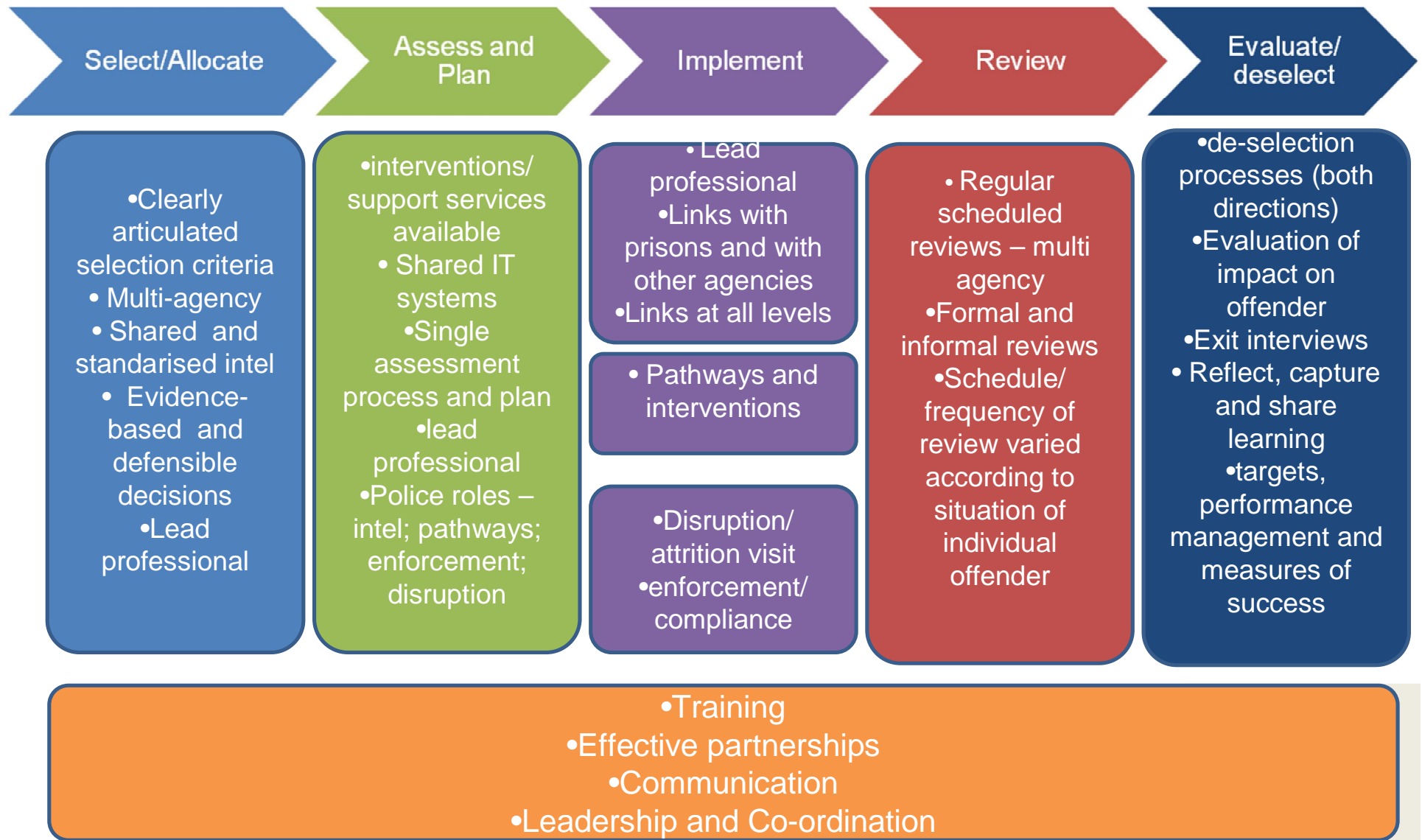


Reconciling political aspiration, policy  
and research evidence

**One for politicians, policy makers and  
practitioners**

Tension between models of offender management  
and models of desistance

# IOM BEST PRACTICE MODEL



# Desistance journeys

- They are complex processes, not events, characterised by ambivalence and vacillation
- They involve re-biography; changing identities (offenders viewing themselves as not being an offender)
- Prompted by (individualised) life events
- Solicited or sustained by someone 'believing in the offender'
- An active process
- Requires social capital (opportunities) as well as human capital (personal capacity and skills)
- Certified through 'redemption' or restoration; and finding purpose in constructive activities

(McNeill 2010)

# Keep life complicated



For further information

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