We had a strong vision for what we wanted to achieve; working with service users in a different, more personalised way; liberating staff from bureaucracy by streamlining processes and introducing new technologies; changing the face of probation by operating from modernised, fresh buildings and making better use of community facilities.

We also made real commitments to using Voluntary, Charitable and Social Enterprise (VCSE) partners in our delivery, building on our experience that the best public services combine public, private and voluntary resources and expertise, a commitment that has resulted in over 200 VCSE partner staff delivering our services, and an annual investment from Purple Futures of some £10m into the VCSE sector.

We have met with various challenges over the last 20 months or so. There were many preconceptions and ‘scare stories’ about our involvement in the delivery of a critical public service from our staff and our community partners, and in some quarters reservations continue to be expressed.

A transformed service will ultimately be proven in terms of its success in reducing re-offending, but there are already some strong indicators of what is working well which you will find in this report.

Whilst Purple Futures is only one provider in the Transforming Rehabilitation landscape, we manage 25% of the national caseload and would therefore contend that what we do can make a difference nationally.

This report is an attempt to look at what we have done well and where we need to do better, looking through the eyes of our service users, the public and the independent inspectorates.

Yvonne Thomas
Managing Director for Justice, Interserve and Chair of Purple Futures
DELIVERING THE GOVERNMENT’S TRANSFORMING REHABILITATION AGENDA

It’s almost two years since the government announced that a broad mix of public, private and third sector organisations would spearhead its Transforming Rehabilitation revolution.

In order to tackle stubbornly high re-offending rates, the programme extended community supervision to all low and medium-risk offenders, committed to a nationwide network of resettlement prisons and a Through-the-Gate approach to rehabilitation. Fresh ideas and innovation brought in by new providers were expected to build on the excellent work the probation service provided. New providers were also challenged to deliver to a new group—those sentenced to under 12 months in custody—within current costs.

A NEW PARTNERSHIP

During this period Purple Futures, an Interserve-led partnership that brings together the private, third and social enterprise sectors, has been responsible for providing probation and rehabilitation services in five areas of the UK: Cheshire & Greater Manchester; Hampshire & Isle of Wight; Humberside, Lincolnshire & North Yorkshire; Merseyside; and West Yorkshire.

Although detailed data on re-offending will not be available until 2017, both evidence of good progress and some considerable challenges are already apparent. This report looks in brief at what have we learnt so far, at examples of real innovation, at some of the challenges facing the system and at how we can continue to build as further reforms in the criminal justice system start to take shape.

Purple Futures Partners

Purple Futures is a group of four organisations who have been working together for over two years to develop a new rehabilitation service and deliver the sentences of the courts to low and medium-risk offenders.

It is a legal partnership which is 80% owned by Interserve, 20% owned by the other partners.

Interserve is responsible for the day to day management of the CRCs and for end-to-end delivery in accordance with the contract with the Ministry of Justice.

Shelter and P3 are charities who deliver a range of interventions and services. 3SC manages and supports all of our providers and supply chain which is exclusively third sector.

The CRCs deliver the local probation and rehabilitation services.
The Purple Futures partnership commenced the delivery of probation and rehabilitative services via the five Community Rehabilitation Companies (CRCs) in February 2015. The CRCs cover a quarter of the UK’s population, and strive to protect the public by stopping offenders from committing more crime. The CRCs rigorously enforce community sentences and prison licences while holding people to account for their actions and supporting their rehabilitation. Services include the supervision of offenders - referred to as service users; delivery of programmes aimed at preventing offending behaviour and the supervision of community payback, as well as rehabilitative initiatives including helping people find stable accommodation, finding employment and training and to lead more purposeful lives.

All data for community payback between 1st August 2015 and 31st July 2016. Numbers are indicative.
WE KNOW THAT NO AGENCY CAN SUCCEED IN REHABILITATING OFFENDERS ON ITS OWN. OUR VISION IS TO HAVE A WHOLE SYSTEM APPROACH TO SUPPORTING SAFER COMMUNITIES, PREVENTING CRIME AND REDUCING RE-OFFENDING AT A LOCAL LEVEL

LOCAL ENGAGEMENT TO IMPROVE SERVICES

We have been working with other agencies to listen to what they have to say about the service, understand their challenges and how we can help promote social inclusion.

The Transforming Rehabilitation agenda provided a huge opportunity to work more closely with a wide range of national, regional and local organisations to deliver real change.

After consultation with the sector, Interserve developed a ‘Charity Charter’ which is based on the government’s market stewardship principles. It guides how we should work with our VCSE partners. It sets out our obligations and our expectations of our partners. For example, we don’t expect VCSEs to take risks they cannot manage such as payment by results.

We run our supply chains in a fair, transparent and accountable manner. Our charter defines the key values, behaviours, structures, resources, job roles and responsibilities within our supply chain management teams that enable us to achieve this.

Consequently, we are currently working with over 60 partner organisation from VCSEs and this list is growing every month. These partners are both community and custody-based specialists providing targeted support for service users who are vulnerable and require specialist services, skills and opportunities to turn their lives around.

£14MILLION SPEND WITH VCSEs IN 2016
WORKING WITH OVER 60 VCSEs
170 NEW VCSE JOBS

STAKEHOLDERS, PARTNERSHIPS AND INVESTING IN INNOVATION

LOCAL ENGAGEMENT TO IMPROVE SERVICES

We have been working with other agencies to listen to what they have to say about the service, understand their challenges and how we can help promote social inclusion.

Our CRCs have held successful local stakeholder events to promote our role in making communities safer and to raise awareness about our approach and the wider changes taking place within the CRCs. We are encouraged that partner agencies want to work together in order to make more effective use of resources and stimulate new approaches to reduce re-offending.

VOLUNTARY, CHARITABLE & SOCIAL ENTERPRISES

The voluntary, charitable and social enterprise (VCSE) sector has always been critical to helping offenders to reform.

We committed to making the most of the experience of the VCSE sector and now have over 60 organisations under contract. We commissioned nearly £14 million of VCSE services in 2016 alone.

OUR CHARITY CHARTER

Historically it’s been difficult for the VCSE sector to become involved in major government outsourcing contracts and partnerships.
SO FAR, OVER £560,000 OF GRANTS HAVE BEEN AGREED TO SUPPORT NEW PROJECTS IN OUR CRCs

We decided to invest in the most complex and hardest to help service users. Our partner, P3, is a charity and social enterprise with the mission to improve the lives of socially excluded people in the communities where they work.

Over the last ten years P3 has been developing a Link Worker model working one-to-one with clients who have a range of complex and chaotic needs.

The launch of the Transforming Rehabilitation agenda provided P3 with an opportunity to offer a bespoke service to service users who are looking to reduce their social isolation, address offending behaviour and find alternatives to criminal activity.

P3’s link workers provide support to people across our five CRCs with a team of 50 staff.

The CRC assesses service users according to need and makes a referral to P3.

P3 meets the service user and works intensively with them to develop a support plan which aims to address the difficulties which contribute to their chaotic lifestyle. Link workers provide a range of support interventions to stabilise people’s lives and to help them achieve positive outcomes.

Data is collected from service users regarding their opinions of the service and the progress they have made. This is then fed back into service design. To date, P3 has had more than 1,000 referrals and received a range of positive feedback regarding the quality and value of the service from both referrers and clients.

P3 is developing the Link Worker model and working with Manchester Metropolitan University to ensure that the learning is used to inform improvements in future.

INCREASED INVESTMENT

The Transforming Rehabilitation agenda has enabled the private sector to invest in new ways to address the high levels of re-offending.

Within our CRC areas, there was lots of evidence of good practice and collaboration at a local level but without consistent access to local funds.

Working with our partners we have developed new funding streams including an ‘Innovation Fund’. The aim of the Innovation Fund is to support our CRCs to try out new pioneering, innovative approaches to reducing re-offending.

The Innovation Fund is being used to develop:

- Innovative services delivered through voluntary, community and social enterprise (VCSE) organisations
- Pioneering and efficient services and practices delivered through the CRC
- A localised discretionary fund to be used to support offenders e.g. suits for interview.

This investment in local projects helps increase the diversity of our local supply chain and stimulates a creative approach to reducing re-offending rates. Evaluation is built in so that we can test what really works. Those projects with demonstrable results on reducing re-offending rates will be considered for further roll out in other areas.

THE FOLLOWING CHART SHOWS THE PROGRESS MADE BASED ON SERVICE USER FEEDBACK

<table>
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<tr>
<th>OFFENDING</th>
<th>MANAGING TENANCY/ACCOMMODATION</th>
<th>MEANINGFUL USE OF TIME</th>
<th>EMOTIONAL AND MENTAL HEALTH</th>
<th>PHYSICAL HEALTH</th>
<th>MOTIVATION/TAKING RESPONSIBILITY</th>
<th>SELF CARE</th>
<th>MANAGING MONEY</th>
<th>SOCIAL NETWORKS/RELATIONSHIPS</th>
<th>DRUG AND ALCOHOL MISUSE</th>
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<tr>
<td>AVERAGE INITIAL SCORE</td>
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Access to housing is critical in order to integrate service users back into society. Inconsistencies in external funding streams, changes to housing benefits and a lack of supply of properties suitable for social tenants have resulted in a lack of access to housing for our service users.

The Innovation Fund has awarded £65,000 to Foundation, a housing association and charity based in the North West. The money will be used to develop a new social lettings agency. The housing association will pilot a new model for lettings whereby a number of properties are let on a commercial basis and any profit is then reinvested into the social side of the business i.e. properties for service users. This new approach will enable service users to gain tenancy agreements rather than just a short-term place in a hostel or temporary accommodation. Furthermore, the scheme will also provide employment and skills opportunities within the lettings agency itself.

Case Study

How the Innovation Fund is Supporting Local Projects

A core part of our approach is supporting service users to gain skills and confidence - particularly young men.

IN 2015, FUNDING WAS PROVIDED TO THE HEART OF PORTSMOUTH BOXING ACADEMY. THE ACADEMY AIMS TO TRAIN AND QUALIFY BOXING COACHES WHO ARE THEN ABLE TO DELIVER COMMUNITY COACHING SESSIONS AT A LOCAL LEVEL

A specific 22-week programme has been put together for ex-offenders that helps develop their skills in learning, teaching and coaching skills, first aid and cooking on a budget for healthy eating.

The aims of the programme are to:

- Reduce the incidence of re-offending by tackling some of the root causes i.e. lifestyle and attitudes
- Improve life chances for offenders e.g. by breaking the cycle of worklessness, poverty and deprivation
- Provide opportunities towards gaining sustainable employment
- Increase confidence and motivation to seek employment.

Ultimately they will become qualified tutors to train other people to teach boxing skills.

Case Study

A New Approach to Social Housing

For the first time in my life I've developed skills and achieved qualifications and I'm taking up opportunities to give something back to the community, to contribute instead of taking.

I had committed burglaries to fund my drug taking, but since my last crime, I've become aware of the damage my lifestyle was doing to so many people. The crime attracted publicity and this upset my family badly and I started to understand things from the point of view of the victims of the burglary. I was fed up with my lifestyle and I wanted to change but I needed something to focus on. The boxing awards and coaching training has opened up new circles for me to thrive in. I've met new people and I feel like a new person.

Steve, service user

Case Study

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Steve, service user
The Interchange model is our approach to equipping people who have offended to make better choices. It has a strong theoretical base, and is grounded in the latest and best research on what works in promoting desistance and reducing re-offending. It was developed with the support of Manchester Metropolitan University, who continue to evaluate its effectiveness in practice.

**FOCUS ON INDIVIDUAL STRENGTHS AND RESPONSIBILITY**

The model itself is simple - the service user is at the heart of three interlocking sets of activity: to interact better with service users, to deliver better interventions and to better integrate service users into their communities. A key part of the model is a move away from focusing on service user’s problems or barriers to rehabilitation and focusing on their strengths and opportunities. This approach encourages individual responsibility and active citizenship.

**NEW WAYS OF WORKING**

The model does require staff to operate differently. A training programme has been rolled out and all CRCs are now in delivery. We are already refining elements as a result of early evaluation, staff and service user feedback.
The biggest challenge has been the fact that we are currently running two systems that are operating side-by-side as the new structures and ways of working are bedding in, but it’s still too early to jettison the old system. In addition, the new model requires us to work more efficiently. This, coupled with the pace and size of the transformation, has made for a stressful situation, but as we move into the Interchange model I think we are already starting to see some really, really good benefits from Interserve’s approach.

Member of staff

Drugs and anxiety have been a big part of my life. But this time, I’ve been out of jail for six weeks. My probation officer spent a whole day with me to help me sort out accommodation and claims.

Service user

My mum passed away when I was 11 and I moved into kids’ homes and started doing crime and basically started going in and out of prison. I think I’ve changed lots. I’ve got more support. All I need now is a job and probation is helping set me up with opportunities. Because of the support, the friendship I have with my probation officer, I feel motivated.

Member of staff

The Interchange Model focuses on desistance theory and embraces ways of working in which we are encouraged to foster the service user’s strengths. Brilliant! I want rid of older models that ask staff to focus on what service users lack. Obviously we are here to protect the public and to manage risk, but recently probation has had a tendency to focus on the negative.

Member of staff

I’ve been on probation five times – this is the first time I have really understood what it’s all about.

Service user

WHAT PEOPLE SAY ABOUT INTERCHANGE
Research tells us this is a more effective way of achieving change. This means designing rehabilitative support packages with service users that enables them to make personal change and also delivers the sentence of the court. Such an approach encourages service users to take responsibility for their own rehabilitation and integration into local communities. It moves away from a more traditional and less effective ‘one size fits all’ approach.

The Interchange model (outlined in the previous pages) is the foundation for this approach. Personalisation is the next step, and we are at an early stage of thinking about what this means in practice, drawing from experience in UK health and other experiences internationally.

**Helping People Realise Their Potential**

Personalisation is about a focus on the person who uses services, to work with them to develop solutions that enable them to change their lives, making the most of what is available to them locally. It’s about supporting them to access key support services and giving them as much choice and control as possible to develop a package of support that works for them. This is over and above sentence delivery, such as community payback requirements, and participation in treatment programmes which are not optional.

To test how personalisation will work in practice, we are setting up small-scale pilots across our CRCs. Each CRC will host a pilot, and staff will be trained in person centred practice. We are also involving service users at all stages of design and implementation.

These pilots will ‘go live’ later in 2016.

In partnership with Manchester Metropolitan University, we will conduct an evaluation which will then inform how we incorporate the most promising personalisation concepts.

**Research and Evaluation**

As part of personalisation, we want service users to focus on their strengths to realise and engage them in activities that will help them change their lives. Ultimately this contributes to our core aim, which is protecting communities by reducing re-offending.

**Improving People’s Outcomes**

While gaining access to suitable accommodation, employment and training opportunities is clearly important, we are also keen to encourage focus on intermediate outcomes - such as improved engagement between a service user and their case manager - recognising that each person’s journey is different, so success can also look different.
ROBUST RESEARCH EVIDENCE

In order to understand what works for our service users, we are working in partnership with Manchester Metropolitan University with a shared commitment to developing innovative approaches to offender rehabilitation, underpinned by robust research evidence. Our model is distinct and draws on academic research and provision of a personalised service.

Over the next three years Interserve and the university’s Policy Evaluation and Research Unit (PERU) will work together to:

- Evaluate a range of rehabilitation interventions
- Review existing research evidence from the UK and around the world to identify promising new approaches
- Support the development of innovative approaches to offender rehabilitation by helping Interserve to translate research and theory into practice
- Work with staff to ensure that evidence is translated into practice.

I have been working with Interserve for a number of years as they have developed their justice offer. I share a desire to develop more personalised approaches to working with offenders. I have been impressed by their commitment to evidence-informed practice and innovative service design. I am delighted that PERU and Interserve will be working in partnership.

Professor Chris Fox
Director of PERU,
Manchester Metropolitan University
NEW REQUIREMENTS FOR PRISONERS

The government’s Transforming Rehabilitation programme introduced new arrangements for the provision of resettlement services for all prisoners leaving custody. In the past, these services had been delivered inconsistently and standards were patchy across the prison estate.

The new programme gave responsibility for resettlement programmes, for all prisoners in designated resettlement prisons, to Community Rehabilitation Companies (CRCs). For the first time, a community-based provider would be responsible for designing and delivering resettlement services to a clear, standard specification.

Given the short timescales between taking responsibility for five new CRCs and the arrangements coming into effect, we had just five months to design and implement the new Through-the-Gate services in 19 prisons across our five areas.

WORKING WITH THE THIRD SECTOR

The new service is delivered through three partners – Shelter, Catch22 and St Giles Trust – organisations with strong track records in providing rehabilitative and resettlement services to offenders.

All prisoners released from the 19 resettlement prisons in which we are providing resettlement services, now receive a personalised plan based on their needs covering advice and support on accommodation, finance and getting into work. In addition, we provide:

- Intensive post-release support for the hardest to reach offenders
- Tailored support for women, to meet their specific needs
- Support for victims of domestic violence and for former sex workers
- Rent deposit schemes to support prisoners into appropriate housing
- Meet-at-the-gate mentoring services for appropriate prisoners.

IMPROVED SERVICE FOR PRISONERS

Despite the tight timescales required for mobilisation, we achieved a contractually compliant service in all 19 prisons, as required by the Ministry of Justice, on 1 May 2015.

Just over a year into the service, 90% of prisoners in Cheshire & Greater Manchester and 93% of prisoners in Merseyside are released in settled and secure accommodation. We have developed strong relationships with most of the prisons we are working with, through local service integration groups and effective day-to-day operational liaison, and will continue to build on effective partnership working to strengthen our service delivery.

We recognise that whilst we have delivered a contractually compliant service, it is limited in scope. Our ambition is to go beyond this to what we believe will really work best in terms of rehabilitation outcomes. We are committed to developing the Through-the-Gate service over the lifetime of the contract and are working with our delivery partners to improve consistency and quality.

THROUGH-THE-GATE SERVICE ENSURES JOHN GETS A BED ON HIS FIRST NIGHT

Thanks to the Through-the-Gate (TTG) service provided by Shelter and CGM CRC, John spent his first night out of prison in a bed, rather than sleeping rough.

Shelter established contact with John in the weeks leading up to his release. As part of their work with him they completed a detailed resettlement plan to understand his accommodation, financial and employment needs, and established contact with his CRC case manager.

John completed the custodial element of his three-year sentence - for burglary - and during that process stated in his resettlement plan that he didn’t have stable accommodation. To ensure that the risk of future re-offending was minimised Shelter worked with John to assess his needs.

To ensure John made a smooth transition to release, the prison and the local Riverside Housing Association’s ‘Gate Buddies’ scheme also provided support to help organise a suitable move-on address.

Following a complex referral process, and thanks to working together the TTG team - Shelter, the CRC and Riverside Housing Association - John secured a bed at the housing association.

John’s case illustrates the innovative work we do with service users in partnership with the CRC and other providers. TTG is only a year old, but we have already helped almost 19,000 people across the North West. Housing is intrinsically linked to the risk of future re-offending and everyone deserves a home.

Sarah Cooke, Shelter
HUGE CHANGES FOR STAFF

Having won the Transforming Rehabilitation contract, we gained approximately 2,000 new probation staff. They were understandably apprehensive about private sector involvement and how we would transform the service. Good engagement and communication with staff has been crucial to ensure as smooth a transition and transformation process as possible.

Our approach from the outset was to ensure that staff were kept informed and engaged in developing solutions. We have used a wide range of channels including letters, videos, live Telephone Q&As, social media, written Q&As, presentations, newsletters and events to reach staff.

BUILDING ON BEST PRACTICE

CRC staff have been involved at every stage of the process.

We held a series of workshops to introduce the CRCs to Interserve and our partners, hear our plans for transformation and take part in team activities. We also sought volunteers to get involved in working groups, projects, consultations, testing, pilots or planning.

Following these events, we were inundated with offers from hundreds of volunteers. As subject matter experts, we used their experience and views to help inform our approach. For example, ICT staff were involved in ICT working groups and projects.

This way of working has ensured that we build on knowledge, best practice, consideration of local requirements and both our contractual and bid commitments.
NEW STRUCTURES

Inevitably with large scale business transformations, there are efficiencies to be found in reducing duplication, standardising processes and moving to single systems, for example, in financial reporting systems.

The new structures also need to support delivery of our new Interchange model and allow staff to spend more time with service users. We are working towards multi-disciplinary teams that will flex with the needs of the service and a new Professional Services Centre will provide a range of services integral to the CRCs, including: administration, financial support, HR and performance data.

This process is nearing its conclusion and we are indebted to staff for their input and professionalism during this period.

DEVELOPING THE PROFESSIONALS IN PROBATION

It is essential that staff receive appropriate training for the work they carry out. With the changes in the probation structures as a result of Transforming Rehabilitation, the National Offender Management Service has carried out a review of the previous professional qualification framework (PQF).

As a result, a new professional qualification in probation (PQIP) has been developed to address the new arrangements. The new PQIP will qualify people to become probation officers providing both skills development through on the job training and applied academic learning.

We are committed to ongoing professional development of our CRC staff and have a number of staff embarking on their PQIP this year.

In addition, we will lead the development of a degree-level qualification for case managers and lead a trailblazing group of other CRC providers to develop a CRC-specific senior rehabilitation practitioner qualification. This will recognise the professionalism of practitioners working in a CRC environment with low to medium-risk offenders.

For those who support the frontline, we are developing a range of professional development courses and qualifications. All of our staff are skilled professionals and will have access to a good career path in our CRCs and the wider Interserve group.
THE CHALLENGES AHEAD

WE HAVE EMBARKED ON A WHOLESALE ‘TRANSFORMATION’ OF PROBATION - NOT MINOR CHANGES OR TWEAKS AROUND THE EDGES

As such, it takes time, energy, commitment and tenacity to achieve our vision.

It’s important to reflect on what’s been achieved so far as it has been considerable. We have:

✓ Mobilised a brand new resettlement service across 19 prisons meeting contractual requirements
✓ Developed a dynamic supply chain with over 60 organisations currently contracted
✓ Created new funding streams with over 60 local organisations currently funded to deliver new and innovative local services as test beds
✓ Rolled out the new Interchange model and training across all CRCs
✓ Developed an ongoing partnership with Manchester Metropolitan University to ensure continued evaluation of our model and our personalisation programme so that we remain at the cutting edge of rehabilitation practice
✓ Developed service user councils with our partner User Voice in each of our CRCs
✓ Developed a new Professional Services Centre to deliver professional and efficient administrative support to our frontline staff
✓ Established a challenging programme of estate and ICT modernisation
I am excited about the prospect of new I.T. systems because historically our work has been hampered by the poor infrastructure. Not only has our I.T. not been fit for purpose, worse than that it restricts the amount of time we can spend with our service users. Feeding the I.T. and the bureaucracy which sits behind it has removed our attention from where it should be: engaging service users and being accountable to the public. We cannot reduce re-offending if we are sat behind a computer inputting reams of performance data. As a public service, we have an ethical responsibility to do our job as well as we can, to be open and receptive to new ways of working. I think we can see the early signs of this culture bedding in. By encouraging staff to work in the community and to adopt flexible ways of working, I think probation is moving in the right direction.

The challenge will be moving from piloting the Interchange model through to using it across the Community Rehabilitation Companies, while learning to use new technology and ensuring the workforce has the right mix of skills and knowledge to make this work. But the rewards from getting this right are immense.

Member of staff

We can be justifiably proud of our achievements so far but we are not complacent. There is still a significant amount of work to do and challenges to face - transformation is never really over, but moves into growth and continuous improvement.

For example, community payback needs to be reviewed and refreshed to ensure what is delivered is fit for purpose.

Through-the-Gate remains a priority. We need to move this from being contractually compliant to top quality. Similarly, for the delivery of the Interchange model, we need to move from learning how to deliver it, to delivering it brilliantly every time.

We will be going live with our new Professional Services Centre and new I.T. Both of these will enable frontline staff to spend more time in face to face activity with service users, which we know from research is linked to a reduction in re-offending.

New technology will facilitate mobile working, allowing staff to leave their desks and offices and engage with service users in their homes and communities - this is a major culture change, undoubtedly the right thing to do, but considerable upheaval that will need to be carefully managed to ensure that staff are, and feel, safe and supported.

It’s been a difficult period for staff with a lot of change, moving into new roles, losing colleagues, new locations and different practices. We now need to ensure a period of stability as staff settle in to the new ways of working.

Looking to the future, we need to be at the heart of local plans for joining up services, pooling resources for co-commissioning, driving out waste and duplication in the system and enabling better outcomes for local communities. We have a significant part to play in designing and improving the provision of community services for local people so it’s important that we are key players in the devolution agenda as it develops.

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Member of staff
I absolutely love the job. To work with people for seven hours a day helps you really get to know their attitudes. People will tell you all about their problems because it feels more natural to do so when you are working alongside someone. I listen and try to be there for them. It’s a two-way process, because as well as passing on new skills I’ve also learned from service users.

Community payback supervisor

I was angry, aggressive. If anyone looked at me the wrong way I’d batter them. Jail made me see it wasn’t the right way of life. But it was the probation courses that made me understand how to change.

Service user

As we are a volunteer group, getting help from Community Payback has been excellent for us as it enables us to get more done. Because the hall is a public asset, it’s also a very good way for people to pay back for what they have done.

Community group

For more information on Interserve’s justice services please visit www.interserve.com or contact: public.services@interserve.com