Joined-up justice: Integrating the criminal justice system

The competition framework for prisons

Revolutionising rehabilitation

With Rt Hon Nick Herbert MP, Rt Hon Sadiq Khan MP, Lord Carter of Coles, Colin Dobell, David Griffiths, Chief Superintendent Jason Gwillim, Linda Hennigan, Karyn McCluskey, Andrew Morley, Rob Owen, Jerry Petherick, Beverley Williams and Chris Wright

Clifford Chance
10 Upper Bank Street
London
E14 5JJ

Tuesday 17 April 2012

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# Joined-up justice: Integrating the criminal justice system

## Programme

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<td>Welcome and introduction</td>
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<td>09.40 – 10.30</td>
<td>Joined-up justice: Integrating the system</td>
<td>Karyn McCluskey, Scottish Violence Reduction Unit, Strathclyde Police, Chief Superintendent Jason Gwillim, Borough Commander, Royal Borough of Kensington and Chelsea, Andrew Morley, Visiting fellow of the Institute of Criminal Policy Research, Birkbeck College, University of London, Andrew Griffiths, Director of Probation and Community Services, G4S Care and Justice Services</td>
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<td>10.30 – 10.50</td>
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<td>10.50 – 11.40</td>
<td>The competition framework for prisons</td>
<td>Lord Carter of Coles, Former Chair, Correctional Services Review, 2003, and former Chair, Carter Review of Prisons, 2007, Chris Wright, Chief Executive, Catch22, Colin Dobell, Managing Director, MITIE Care and Custody, Jerry Petherick, Managing Director Custodial and Detention Services, G4S Care and Justice Services, Chair – Dale Bassett, Research Director, Reform</td>
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<td>11.40 – 12.30</td>
<td>Revolutionising rehabilitation</td>
<td>The Secretary of State for Justice, Kenneth Clarke, has stated that he wants to initiate a &quot;rehabilitation revolution&quot; through the introduction of payments-by-results, more integrated services and the increased use of effective alternatives to custody. This session will explore the Government’s proposals to reduce high rates of recidivism in England and Wales, and look at how best to bring together probation, local government, policing and prisons to prevent criminal behaviour. Helen Judge, Director, Sentencing and Rehabilitation, Ministry of Justice, Linda Hemmigan, Chief Executive, Bedfordshire Probation Trust, Rob Owen, Chief Executive, St Giles Trust, Beverley Williams, Managing Director, Care and Support, Home Group, Chair – Andrew Haldenby, Director, Reform</td>
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<td>Closing keynote speech</td>
<td>Rt Hon Sadiq Khan MP, Shadow Lord Chancellor and Shadow Secretary of State for Justice will set out the Opposition agenda for criminal justice reform. Chair – Andrew Haldenby, Director, Reform</td>
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<td>12.55 – 13.00</td>
<td>Closing remarks</td>
<td>Andrew Haldenby will sum up and close the conference.</td>
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<td>13.00</td>
<td>Lunch</td>
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The Coalition Government has made the case for criminal justice reform. Writing in the foreword for the Green Paper in December 2010, the Justice Secretary said:

“The fundamental failing of policy has been the lack of a firm focus on reform and rehabilitation, so that most criminals continue to commit more crimes against more victims once they are released back onto the streets.”

Since the beginning of this Parliament the need to reduce budgets has been combined with a greater focus on providing better services. The state of the public finances means that funding cannot continue increasing in line with rising demand for justice services. The alternative approach is to prioritise effective prevention and rehabilitation to stop people entering a cycle of offending and reoffending.

There has been progress towards this goal. The Ministry of Justice has reduced expenditure, focused resources on outcome-based commissioning and made a strong commitment in favour of competition. The Legal Aid, Sentencing and Punishment of Offenders Bill has set out proposals to reduce reoffending through better rehabilitation, including the use of effective alternatives to custody and greater emphasis on purposeful activity within prisons. The Government has also encouraged innovative approaches to tackling reoffending, including the use of payment by results schemes across the prisons, probation and youth justice systems.

More competition for reduced Government budgets and a greater focus on outcomes has encouraged criminal justice agencies to collaborate on the delivery of services. Local practitioners across the public, private and voluntary sectors have sought out innovative ways of providing services including combining budgets, developing common objectives and co-locating services.

The Ministry of Justice has taken significant steps to open the criminal justice system to a diverse range of providers and utilise alternative models for service delivery. Since 2010 there have been large scale competitive tenders in prison and community payback services, alongside a recent consultation on opening up probation services to greater competition. Furthermore there has been willingness to trial a number of different models of service provision including mergers, mutualisation, privatisation and joint-ventures.

Central to the Government’s proposals for criminal justice reform is a “rehabilitation revolution” aimed at reducing stubborn levels of recidivism. To achieve this, offender management needs to take place throughout the criminal justice system – from arrest through to post-release support. Allowing agency commissioners the flexibility to utilise a range of interventions based on what works can also help to ensure a continued focus on outcomes.

Despite these developments there is still the potential to do more by making criminal justice agencies more locally responsive and ensuring there is end to end accountability for services. Today’s conference will consider the implications of these reforms, and develop ideas around integrating services, promoting competition and ensuring a greater focus on outcomes.
Joined-up justice: Integrating the criminal justice system

David Griffiths
Building partnerships, delivering outcomes

We all talk of the criminal justice system and the need for better integration, and through my 25 years of working in the sector – social services, probation, in Ministry of Justice policy and now with G4S – I have learned that genuine partnerships are essential to deliver improved outcomes for all involved.

G4S recognises that the only way to really transform the delivery of services is in partnership with staff from across criminal justice; from police officers in neighbourhoods, prison staff, offender managers in probation trusts right through to specialist workers in voluntary and community organisations, small private sector organisations and local authorities.

Now, of course, all of these organisations may already work with each other. What is different is our experience and desire to truly join-up systems. The key is that we form genuine partnerships that are open and transparent, recognising the value that both parties bring and empowering staff to turn ideas into new services.

In Wales for example, we deliver a “mentoring” support service across all Welsh prisons in partnership with the Probation Trust. Offender managers and mentors work together to help prisoners make the transition back into the community more successfully. Work begins in prison and continues once the offender has been released.

In Lancashire, we have co-located a member of staff from our electronic monitoring team with the Integrated Offender Management team at the police headquarters. This has helped build better relationships and in so doing has contributed to more effective crime prevention and detection.

More recently G4S have started an exciting partnership with Lincolnshire police delivering a range of administrative and operational services. These services, formerly delivered by a combination of civilian employees and police officers, will allow officers to get back on the beat to fight crime.

It is time to set aside the “us” and “them” attitudes that have stifled innovation in the sector for far too long. The sooner we remove bureaucracy and allow organisations and colleagues to work together to transform services and outcomes the sooner we will be able to have a criminal justice system that is truly integrated and joined up.

David Griffiths is the Director of Probation and Community Services for G4S Care and Justice Services.

Chief Superintendent
Jason Gwillim
Reducing crime through collaboration

Against the backdrop of austerity, a swelling prison population and a rise in burglaries and robberies, a new approach to address the offending rate is required. We have to be effective and we need to push the boundaries of creativity.

The police play a fundamental role in “joined-up justice”, and “integrating the criminal justice system” is absolutely key in turning a disparate collection of processes into a streamlined holistic progression which delivers swift and effective justice. Identifying key partners and working together to focus on individuals who are causing harm are the foundation of a successful and sustainable crime reduction programme.

Chief Superintendent Jason Gwillim is the Borough Commander for the Royal Borough of Kensington and Chelsea.

Reducing crime effectively deals with offenders. The police play a fundamental role in “joined-up justice”, and “integrating the criminal justice system” is absolutely key in turning a disparate collection of processes into a streamlined holistic progression which delivers swift and effective justice. Identifying key partners and working together to focus on individuals who are causing harm are the foundation of a successful and sustainable crime reduction programme.

Chief Superintendent Jason Gwillim is the Borough Commander for the Royal Borough of Kensington and Chelsea.
Transforming the efficiency, effectiveness and experience of criminal justice is necessary and deliverable.

It should start with how we discuss criminal justice. Referring to a criminal justice “system” reinforces a sense of transaction whereas “service” gives more of a sense of outcomes. If we start to talk, and critically think, in terms of participating agencies delivering a criminal justice service then we start to think in terms of what we are trying to achieve.

A series of separate but dependent processes working to their own agency accountability structures encourages duplication and results in waste. It also militates against a whole system approach to service delivery and in rare and extreme cases can have tragic consequences, as shown by public protection failures which in some part were due to systemic failings in cross-agency arrangements.

The introduction of Police and Crime Commissioners (PCCs) from November 2012, already in place in London, could bring with it greater scrutiny of criminal justice and in the PCC someone to speak to the citizen experience of the criminal justice system rather than the agency contribution to it.

This could be powerful in helping cut through rubbing points and could bring some sense and clarity to what remains a disjointed system. It does not necessarily require the wholesale takeover of justice services by the PCC, but could provide a focal point for shared accountability and monitoring of delivery, both around the contributions of participating agencies and their outcomes. This will invariably lead to some challenging questions around why things are done in the way they are and might encourage the systematic rooting out of bureaucracy and disjointed processes, replacing them with proportionate end to end arrangements.

Transformational change that delivers improved outcomes for citizens is possible and can deliver efficiencies that just cannot be found through refining existing processes and systems. It requires a genuine whole system approach and a focus on the end to end experience that PCC’s might just provide.

Andrew Morley is a Visiting fellow of the Institute of Criminal Policy Research, Birkbeck College, University of London and former Chief Executive of the London Criminal Justice Partnership.
Tackling reoffending is one of the central aims of almost every justice system in the world. The Lord Chancellor and Secretary of State, Kenneth Clarke’s, stated aim to reduce prison numbers in the UK by 3,000 by 2015 means it is arguably the overarching goal of the Government’s justice policy. To achieve such a goal it is crucial to make sound assessments about what works in our criminal justice policy. Does prison work? Are community sentences more effective? The answers to these types of questions can be better understood through a detailed international comparison of recidivism.

When looking at international data we must first of all be clear that policy cannot be compared; most countries have a different justice system and approach sentencing in different ways. However, what can be judged are outcomes. By looking at in-depth statistical data from the Netherlands, Germany, Spain, France, England, Australia and America it is clear that reoffending is a very, very tough nut to crack. All over the globe central factors are causing stubborn long-term reoffending: the age of the offender, the number of previous offences, their sex, previous drug and alcohol usage, and employment history or prospects.

What works? Data from the UK, for instance, shows that prison does work and indeed the longer someone is in jail the less likely they are to reoffend.1 Better prisons achieve better results.2 Comprehensive offender management, of the kind the previous Labour Government championed, is crucial and has been shown to considerably reduce even youth reoffending – the toughest core of recidivism data.

What capacity is there to drastically reduce reoffending? Studies in Germany, the Netherlands and the UK show that a reduction over a 5 year period of 5 per cent in reoffending rates is a considerable achievement.

To achieve even such comparatively modest results, one needs to focus on areas that can be statistically shown to work: improving the prison estate, holistic offender management and schemes such as the Intensive Alternative to Custody – all of which require funding in a context of a 25 per cent departmental budget cut at the Ministry Of Justice.


Table 1: International recidivism data3

<table>
<thead>
<tr>
<th>Country</th>
<th>Offender group</th>
<th>Selection period</th>
<th>Age</th>
<th>N</th>
<th>Definition of recidivism</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Austria</td>
<td>Adults sentenced</td>
<td>1983</td>
<td>14+</td>
<td>69,267</td>
<td>New conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>Persons convicted or released from prison</td>
<td>1994</td>
<td>14+</td>
<td>947,382</td>
<td>New conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Netherlands</td>
<td>Persons sanctioned for a crime</td>
<td>1997</td>
<td>12+</td>
<td>153,834</td>
<td>New conviction</td>
<td>18.6</td>
<td>27.7</td>
<td>33.4</td>
<td>37.4</td>
<td>40.4</td>
</tr>
<tr>
<td>Sweden</td>
<td>Persons convicted for offences</td>
<td>1999</td>
<td>15+</td>
<td>76,700</td>
<td>New conviction</td>
<td>22.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norway</td>
<td>Persons charged</td>
<td>1996</td>
<td>15+</td>
<td>66,086</td>
<td>New charge</td>
<td>19.6</td>
<td>30.5</td>
<td>37.4</td>
<td>41.5</td>
<td>43.4</td>
</tr>
<tr>
<td>Scotland</td>
<td>Persons convicted or released from prison</td>
<td>1999</td>
<td>16+</td>
<td>45,245</td>
<td>New conviction</td>
<td>31.0</td>
<td>42.0</td>
<td>43.0</td>
<td>53.0</td>
<td></td>
</tr>
<tr>
<td>England/Wales</td>
<td>Persons released from prison or sentenced to a community penalty</td>
<td>1999/Q1</td>
<td>10+</td>
<td>13,316</td>
<td>New conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>48.0</td>
</tr>
</tbody>
</table>

3 Council of Europe (2009), Monitoring Recidivism – Making international comparisons, September 1.
4 Jehle, J.M. (2009), Criminal justice in Germany, German Federal Ministry of Justice.
5 Warina, B.S.J. et al. (2009), Recidivism report 1997-2006; developments in the reconviction rate of Dutch offenders.
Using shared ownership to reduce costs and improve performance

MITIE is delighted to be supporting the Reform criminal justice conference.

Over the past two years at MITIE we have invested heavily in our new justice business, employing our unique shared ownership model to create a business offering government new and innovative service solutions across the criminal justice sector. Against a backdrop of government needing to deliver significant financial savings and the introduction of the “rehabilitation revolution”, MITIE is working hard to offer new contracting solutions and routes for ex-offenders to find work in our business that will help government to achieve its goals.

In response to the current competition framework for prisons, MITIE has created a partnership with HM Prison Service (HMPS) to compete to run nine prisons, eight of which are already in the public sector. This is an innovative public/private partnership that offers government a genuine alternative to a private/public outsourcing model by bringing together the commercial and high-quality service delivery.

Figure 1: German Reoffending Data - By Decision Type

Figure 2: Adjusted percentages of general recidivism two years after imposing the sanction, or release from the institution, by year of imposition/release

Colin Dobell

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expertise of the private sector with the unparalleled experience and knowledge of the public sector.

By working with HMPS, MITIE is aiming to help reconfigure the prison outsourcing model so competition and innovation are introduced into the system. Working in partnership with HMPS and its well established and robust infrastructure will create more integrated service delivery.

This is a chance to deliver truly transformational contracts that will reduce cost, improve performance and help reduce reoffending throughout the criminal justice system.

Colin Dobell is Managing Director of MITIE Care and Custody.

Jerry Petherick
Beyond the gate: Working together to reduce reoffending

It is often claimed that “prison doesn’t work”. In some cases up to 73 per cent of prisoners go on to reoffend within a year of being released, costing the economy an estimated £13 billion a year. But in my 30 years working across the custodial estate, within the probation service and latterly for G4S, I believe that partnership work and a “can-do” attitude makes the difference.

G4S has extensive experience building successful partnerships. With rehabilitation at the core, we work with the voluntary sector, public sector, the community and employers to deliver offender management. Too often rehabilitation only starts on the day a prisoner is released. This is simply too late. Rehabilitation has to begin inside prisons and continue through the gate.

At HMP Wolds in East Yorkshire, for example, we work with Summit Media, an online marketing and strategy company, which employs prisoners inside the prison. Many of these prisoners have gone straight to full employment on release, with many others gaining valuable work experience and skills backed with relevant qualifications.

At HMP Altcourse in Liverpool, prisoners work a 40-hour week producing office furniture for a major UK retailer. The low running costs have allowed a small local engineering firm to bring production back to the UK from overseas.

At HMP and YOI Parc in South Wales, we established the Working Wing to help reduce reoffending through meaningful work, training and tailored support, which continues once offenders have left prison. Employers such as Timpson engage with the programme, resulting in real jobs on release.

Programmes like those mentioned here demonstrate that where public, private and voluntary sector providers work together, real progress can be made in reducing reoffending. In my experience, the success of these partnerships very much relies on paying attention to “softer” non-contractual aspects such as ensuring that partners have compatible cultures, objectives and people, as well as a clear commercial proposition.

Jerry Petherick is Managing Director of Custodial and Detentions Services for G4S Care and Justice Services.

Chris Wright
The competition framework for prisons

Delivering services in custodial settings and integrating them with the wider criminal justice system is complex and challenging. Being part of the competition framework for prisons and delivering services where payment is to some degree dependent on reducing rates of reoffending adds further layers of complexity.

But equally, competition encourages clarity of aim. The aim for any potential provider is to develop a solution that provides a safe, decent and secure environment, delivers a reduced cost per prisoner place, and provides innovative approaches to reducing reoffending.

Competition has also created a structure that allows organisations with highly complementary strengths and expertise to develop a shared commitment to making a difference. In our case Catch22, Serco and Turning Point have come together in support of this common aim.

This coming together of organisations, coupled with greater flexibility to make decisions at a local level, has in turn been a catalyst for innovation and integration. Our joint work, now underway in Doncaster, is delivering something that has been talked about for some time in the criminal justice sector: the concept of a seamless approach to managing the sentence. Informed by the mantra of “one assessment, one case worker, one relationship”, this approach is based on recognition that establishing strong, durable and professional relationships with those we work with brings results.

Offenders are allocated a dedicated case manager to support them for the duration of their sentence and, crucially, on release. This service provides much needed continuity along with personalised advice and help on a range of practical matters such as employment options, housing and benefits.

We provide volunteer mentors and we are working in partnership with the local Probation Trust, complementing progress in the region to develop an integrated offender management approach.

Hearing the challenges of large and complex bids, we are being creative, we are working together and we are making a difference.

Chris Wright is Chief Executive of the charity Catch22 which works with young people to prevent them entering or returning to the criminal justice system.
Revolutionising rehabilitation

Linda Hennigan
Building alliances to deliver effective rehabilitation

In December 2010 the Coalition Government published “Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders”. This Green Paper made clear that punishment, rehabilitation and public protection were all priorities, but addressed particularly the unacceptable levels of reoffending following sentence. It outlined the intention to trial six new rehabilitation pilots delivered on a payment by results basis. Providers would be paid to reduce reoffending, funded in the long run by savings to the tax payer. The approach encourages new providers, and by implication, innovation and investment into the system, whilst continuing to allow public services to participate. The paper refers to the evidence of effective approaches to managing offenders, referencing resistance research, the evidence base for accredited programmes, and points to the success of partnership approaches, such as MAPP (Multi-agency Public Protection Arrangements) and the development of Integrated Offender Management schemes. It also emphasises the importance of co-commissioning schemes in relation to mental health and substance abuse, and to the importance of employment in supporting desistance. The need to consider new approaches to women, reflecting their different offending profiles and presenting problems, is also highlighted.

There are several models of payment by results schemes, of which the Peterborough Social Impact Bond is perhaps the most well-known. All in effect transfer the risk of failure in terms of reoffending from the tax payer to the provider. The idea requires projects at scale to ensure the validity of the data which provides challenges for services delivered in rural or semi-rural environments. In addition, measuring reoffending is complex, can drive perverse incentives and begs several questions about the relative usefulness of different measures. Proxy measures looking at offenders gaining employment or abstaining from substance abuse might tell us more about the quality of a programme than single proven reoffending rates within a short time period.

The challenges for Probation Trusts in this new world are about partnering and collaborative work. The question is how Trusts can forge effective alliances that enable them to utilise their experience in this field whilst taking advantage of the business and other freedoms that providers outside the public sector enjoy?

Linda Hennigan is Chief Executive of Bedfordshire Probation Trust.

Helen Judge
Providing a framework for the rehabilitation revolution

The Government called for a rehabilitation revolution because reoffending is too high and this imposes huge economic and human costs on society. Punishment is an essential part of sentencing but is not sufficient, on its own, to improve public safety and prevent people becoming victims. Some people offend once and never come back. But many persist, are responsible for a large proportion of crime, and are caught in a cycle we have not broken despite the efforts of dedicated professionals. Demands on the justice system have grown and until recently so did spending. That position is unsustainable. We need a new approach.

Reform needs to cover not just what we do to rehabilitate offenders, but who does it and how we pay for it at a time when the financial deficit has to be tackled.

There are some key priorities for what we do. Work is one. In prison this means getting more prisoners undertaking productive work for longer, with earnings available to raise funds for Victim Support, and a clearer focus on education and training to increase employability. On release it means immediate entry to the Work Programme for extra help in re-entering the job market.

In the community, Community Payback will become focused upon repairing the harm that offenders have caused to local neighbourhoods.

Tackling drug and alcohol problems is another priority. For offenders affected by addiction and those with mental health needs, we want to provide more timely assessment and treatment that is more readily accessed and more flexible. As well as facing consequences for their offending, those willing to change their ways will be given support to do so.

The changes in the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Bill and our forthcoming consultation on community sentences and probation will support these objectives. We are increasingly publishing data and evidence on crime and offending that the public can use to hold us to account and that informs professionals’ decisions about how to do better.

Central Government provides the framework within which managers across the public, private and voluntary sectors can make choices about how to get the best outcomes. On the “who”, the Government wants to see a range of players across all sectors engaged in delivering services and getting paid according to the results they achieve. The key to how we pay is that we pay for what works. If we and you get this right, we reduce reoffending, we reduce crime, we keep the public safer and we give them value for money. This is new territory and we have to test it. We now have
an ambitious programme under way to do that.

Helen Judge is Director of Sentencing and Rehabilitation at the Ministry of Justice.

Rob Owen
Putting offenders at the heart of the rehabilitation revolution

Dwight Eisenhower famously said to the Republican National Committee in 1958, “What counts is not necessarily the size of the dog in the fight – it’s the size of the fight in the dog”.

I recently was about to walk into the entrance of St Giles Trust. To my delight and surprise one of our clients said something that is at the very core of the rehabilitation revolution.

This is what he said. “Thank you. Duane has saved my life. I was going to offend; I was going back to what I have always done before. I was in a mess”. I am convinced if we get those two ingredients right, then this revolution will shorten dramatically the root causes of this depressingly virulent intergenerational cycle of offending. Sadly crime affects all of us, and we all have a responsibility to be part of the solution – so let this revolution flourish.

Rob Owen is Chief Executive of the charity St Giles Trust which works with offenders and disadvantaged people to break the cycle of reoffending.

The point of public service reform is to improve public services but what exactly is the “rehabilitation revolution” designed to fix? Is it because we want to reduce costs? Is it because we want to improve outcomes? Is it because we want to encourage a more dynamic market? Or is it, as Home Group believes, to achieve all of those three things?

An unreformed justice system that fails to break the cycle of crime is an expense the taxpayer cannot afford. The waste of money is bad enough, but the human cost is unforgivable. Criminal justice reform is rightly a priority for the Coalition and the Ministry of Justice is making significant strides in translating its ambitions into action.

Payment by results and the innovation pilots may grab a lot of the headlines, but at the level of what we might well call the “plate tectonics” it is the growing emergence of innovative partnerships that is really going to make a difference in revolutionising rehabilitation.

There is not yet a fully formed non-public sector market in the UK providing criminal justice services, and the state has a significant market-making role to play in bringing together the various specialists to achieve closer integration. When you are able to work in partnership, playing to each other’s strengths, that is when you can realise the potential to get massive savings and better outcomes.

Alongside all-important compliance there does need to be a much greater focus on what has traditionally been viewed as the softer skills of care and support. We are a rapidly growing national provider delivering a wide range of personalised services. Some of the offender groups we work with have very complex needs, and there is no single easy link between resources and results.

In Bail and Accommodation Support Services (BASS) we have delivered significant success when we’ve worked with individuals through our unique and uncompromising blend of compliance and support, rather than one or the other. It’s better case management, encouraged and nurtured by payment by results, that is crucial to us breaking the cycle.

Beverley Williams is Managing Director of Care and Support for Home Group.
Reform is an independent, charitable, non-party think tank whose mission is to set out a better way to deliver public services and economic prosperity. We believe that by liberalising the public sector, breaking monopoly and extending choice, high quality services can be made available to everyone.

In 2012 our programme will continue to focus on public policy solutions to the deepening fiscal crisis and reform of public services to achieve value for money and better outcomes.

Lauren Thorpe, Research and Corporate Partnership Director, Reform

Reform in the media

“Reform, the pre-eminent think-tank arguing for health reform”
Camilla Cavendish, The Times, 13 October 2011

“A leading free market think tank”
The Daily Telegraph, 29 June 2011

“Reform is one of the UK’s leading think tanks and it has been at the forefront of thinking about reform of the public sector”
 Rt Hon Theresa May MP, Home Secretary, 29 June 2011

“Reform, the pro-market think-tank, says the government “must keep competition at the heart of the bill.””
Nick Timmins, Financial Times, 26 May 2011

“A key think tank”
The BBC Politics Show, 7 March 2011

“The influential, right-of-centre think tank Reform”
Patrick Wintour, The Guardian, 15 October 2010

“Centre-right free marketeers with influence across the political divide”
Jeremy Laurance, The Independent, 17 March 2010

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