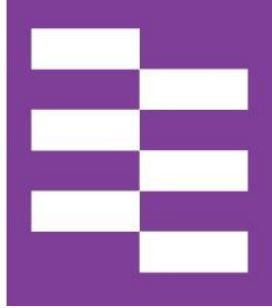


**Research**



investigate  
inform  
improve

**West Yorkshire  
Probation Trust**



# The Research of Policies Past, Present and Future

Rochelle Gold  
Research Manager

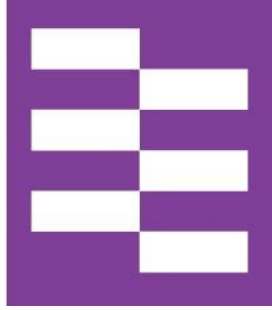


**Research**



investigate  
inform  
improve

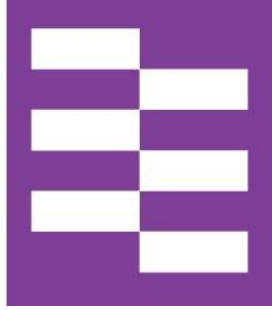
**West Yorkshire  
Probation Trust**



## **Overview**

- Research has driven policy
- But policy now drives the focus of research
- Impact of policy on practice
- Impact of policies on organisational risk





## Past

- What Works
- Interventions to rehabilitate.
- Ensuring that we are serving all groups
- How can we assist them to comply and support them to complete.
- How can we work with our partners in the voluntary sector to enhance the work we do in order to achieve these objectives?

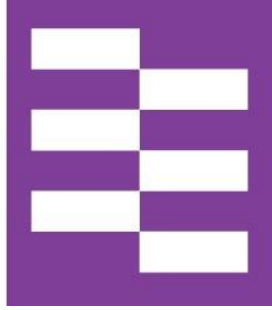


**Research**



investigate  
inform  
improve

**West Yorkshire  
Probation Trust**



## **Examples**

- South Asian Community organisation
- Women's centres
- One stop shops

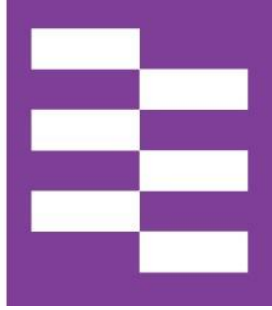


**Research**



investigate  
inform  
improve

**West Yorkshire  
Probation Trust**



## **Recent Past/Present**

- Policy focuses on reducing reoffending.
- Local authority performance measures relating to reoffending.
- What is underpinning performance on metrics and how can we make it even better.

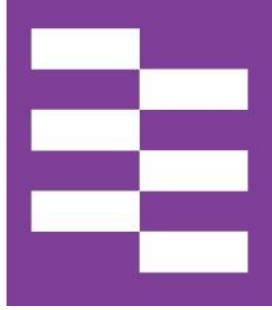


**Research**



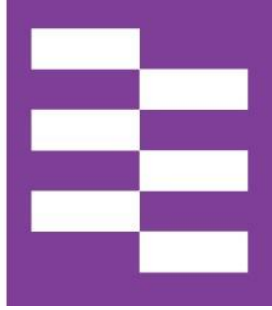
investigate  
inform  
improve

**West Yorkshire  
Probation Trust**



- How do our voluntary sectors partners help us to do this?
- Issues raised by partnerships
- Values
- Enforcement





### **Future and to some extent current**

- Payment by Results
- Results, outcomes, contract managing, ensuring efficient use of resources and value for money
- ‘Better for less’
- Cost studies
- Impact on individual, qualitative, distance travelled has less standing.
- Conflict with values & local initiatives: Desistance & Professional Judgement

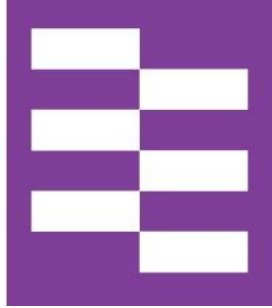


**Research**



investigate  
inform  
improve

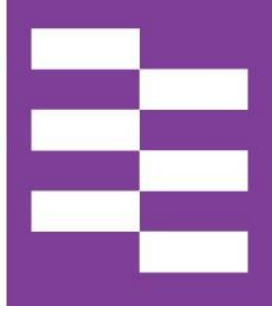
**West Yorkshire  
Probation Trust**



- Outcome & local context
- Incentives and values
- Results MoJ and NOMS willing to pay for
- Reoffending
- Binary measure

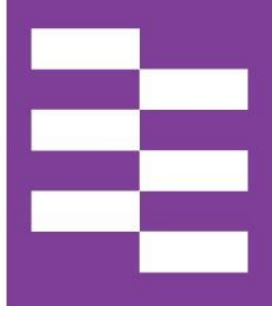






- MOJ Commissioning Support Guidance ‘An Introduction to NOMS Offender Services Commissioning 2011’ MoJ Commissioning doc. (04/10/11)
- MoJ/NOMS will say ‘what’ and organisations will have to work out how
- Outline ‘service level outcomes’





- Seriousness, frequency, likelihood and volume of reoffending
- Offenders helped and motivated to change
- Needs, as defined by sentence plan, have been met
- Positive change in attitudes, thinking and behaviour
- Development of life skills

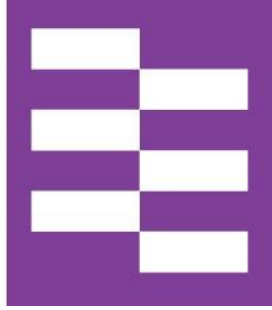


**Research**



investigate  
inform  
improve

**West Yorkshire  
Probation Trust**



- Rehabilitation needs met
- Enhanced ability to reintegrate into the community
- Family contact maintained and supported
- Offenders lead lawful and constructive lives in the community

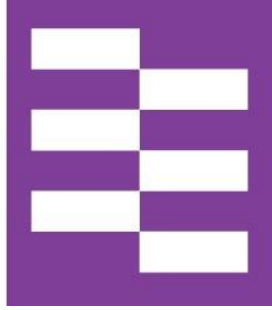


Research



investigate  
inform  
improve

West Yorkshire  
Probation Trust



- Research should drive policy.
- Policy driven research
- Organisations have to adapt and change to policy decisions: Research will reflect this
- Research likely to reflect the focus on payment by results
- Key to be at the table where outcome measures discussed and to influence them
- Ensure do not lead to perverse incentives that cause conflict with the values and intended purpose of the organisation.





### Things to consider

- What do the aspired for commissioning outcomes mean for voluntary organisations?
- What are the results that voluntary organisation could be paid by?
- How could focus on PbR impact on voluntary org. practice?
- Could certain imposed outcome measures conflict with org. values?

