

An Introduction to Purple Futures - notes to accompany slides February 2015

Slide 1 – delivered by CRC SMT member

- Thank you for coming at short notice. We appreciate the efforts of everyone and the logistics of having to re-arrange your commitments.
- Warm welcome to this introductory event where we have invited Purple Futures to introduce themselves and begin to share their thinking about the future and our plans to reduce re-offending. Together.
- I am pleased to report as a SMT we have had several initial sessions with Interserve on behalf of Purple Futures. It's an exciting time and discussions have been very positive.
- There is a real step change in how we can now reduce offending, for example, working with the U12 cohort.
- The purpose of this session is to give you a high level overview of: what PF is, their overarching vision and goals; proposed new service delivery model; mobilisation and transformation plan; and there'll be an opportunity to ask questions at the end.
- This session brings us together for the first time and helps us all begin to think through the implications and – hopefully – be inspired at the opportunities that Purple Futures, led by Interserve, will bring to improve the way we reduce re-offending.

Slide 2 – delivered by Interserve on behalf of Purple Futures

We are delighted to be here, thank you for the invitation to begin the conversation with this CRC. The topics we propose to cover are:

1. **Purple Futures** – who are we and where we came from
2. **Interserve** – Interserve vision and values, and Sustainabilities and we have a couple of videos to show you.
3. **The Interchange model** – Interact, Intervene and Integrate
4. **The Interchange modules** – an overview of the new case management model
5. **The enabling strategies** – to support the Interchange service delivery model
6. **What's going to be different?** – to give a sense of our transformation journey
7. **What does it mean for me?** – some of the knowns and unknowns
8. **Next steps** – an overview of proposed transformation activities over the next 12 months
9. **Q&As** – appreciate that you have questions, we will try to begin to answer

We hope this agenda begins to address your needs. We believe our proposals are exciting and offer the opportunity to radically transform rehabilitation/rehabilitative services.

Slide 3 – What is Purple Futures?

Purple Futures is a group of five organisations who have been working together for over a year to develop a new rehabilitation service.

- We have formed a legal partnership which is 80% owned by Interserve, 20% owned by the other four 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, Addaction and P3 are charities who will deliver a range of interventions and services
- 3SC will support and manage all of our providers/supply chain
- Purple Futures does not have a day to day role in the CRCs; that is down to the Chief Executives and their teams, working with the Interserve team to build the reformed service together. The services will be delivered by the CRCs.

And...why we called it Purple Futures? Purple is the colour of probation and our vision is future driven – the real transformation of rehabilitation.

- There is a Purple Futures Board and Yvonne Thomas, Managing Director of Interserve Justice is the Chair. Yvonne reports to Adrian Ringrose – Interserve's Group Chief Executive.

Now let's hear from both, Adrian Ringrose and Yvonne Thomas, who will explain the background to PF, the reason Interserve bid for the CRCs, company values and our vision for the future.

Slide 4 – video (Adrian Ringrose)

Slide 5 - Holding slide

Slide 6 – video (Yvonne Thomas)

Slide 7 - Sustainabilities

We believe that Interserve's values, which Adrian and Yvonne mentioned in their videos, align very well with the values we have noticed in your CRC.

A way in which Interserve demonstrates our value and commitment to wider society is through our sustainabilities agenda. It's a 10 year plan with a range of very challenging goals that we measure ourselves against that 1) benefit people 2) deliver better public services 3) build skills and opportunities 4) have a positive impact on the environment and 5) achieve sustainable growth.

The programme is based around what we call the four capitals: social (*or human*) capital, natural capital, knowledge capital and financial capital.

Our rehabilitation businesses are particularly important in the areas of achieving our social and knowledge capital outcomes and will have a particular focus on numbers 1, 2 and 3.

For example:

1. Creating places that benefit people - through reduced re-offending, through local community engagement and community payback projects.

2. Delivering public service in the public interest - reminds us of who our customers really are – the public who fund our services to government. This series of targets commits us to transparency of operational and accounting methods and a range of other public interest tests against which we hold ourselves, and ask others to hold us, accountable.

3. Building more skills and opportunities - We have a good track record in building skills and opportunities, but we believe this is critical to building knowledge capital and social capital for a future and sustainable workforce. The targets here include the creation of apprenticeships each year, the delivery of ongoing basic skills programmes to our workforce, many of whom have low levels of literacy and numeracy, the continuation and expansion of

our activities to recruit ex-offenders to add to the 2,500 former offenders already in our workforce.

All of this is about using the power of our organisation and our people to step up to our aspirations and our responsibilities. We have chosen to frame our progress against those aspirations in the way I have described, and we in the CRCs and Justice will play an important part in achieving our aims.

It's not just about the money.

Slide 8 – The Interchange model

So looking to the future what does 'change' look like going forward?

Essentially there are two key elements 1) the introduction of the new service delivery model and 2) the enabling/supporting strategies to maximise its effectiveness.

Our model was based on our Theory of Change which was extensively peer reviewed and is based on desistance and pro-social principles which are well understood by you all. It is evidence based and extensively researched evaluated, and ultimately approved by the MoJ on their evaluation and subsequent award.

- Conceptual integrity of the approach
- Core element – changing behaviour
- Change is two-way: we enable and we respond
- Therefore we call it **Interchange**
 - Service users involved in design
 - Will continue to influence services at macro and micro level
- **2 methods of change**
 - Control – limited and short term
 - Rehabilitation – collaborative and long term
- **Desistance and evidence based**
 - Built on evidence
 - Manchester Met analysis
 - What you do well
 - What service users tell us
 - Builds evidence – we learn as we try things – knowledge management
- Move away from “Offender Management” and Interventions

3 core activities – which are dynamic and overlapping

1) Interact

- Human relationships are catalyst for change
- All interactions valuable
- All processes promote learning – not just a plan but learning how to plan
- Pro social modelling
- Encompasses case management activity

2) Intervene

- Defined services like programmes or training
- We interact as we intervene

3) **Integrate**

- Can't work in isolation
 - Offenders part of communities
 - Networking maximises the involvement of those communities
 - Opening the door on probation work – less private
 - Integrate our work with other organisations through networks
 - Leadership of networks to maximise value
- **Activities “done with” not “done to”**
 - Personalisation – offender and case manager decide
 - **Offender journey**
 - Unpredictable – not linear
 - Exploratory – excitement of new personal territory
 - Always purposeful and directed
 - **Excellent services**
 - Being the best

Building on the best of what you have

Slide 9 – The Interchange modules

- Modular design provides maximum flexibility
 - New material can be added easily/out dated material removed
 - Everything is a module
 - Six core modules – not negotiable
 - Unusual one is networking
 - Everything else is discretionary – Case Manager and offender choose
 - No prescription – but offender capacity and available resource are constraints
- **Six different types of module**
 - Court sentences
 - Supply chain services
 - Services available to all
 - Internally delivered services
 - Self delivered services
 - Services from community
 - **All sit in Directory of Services (DoS)**
 - DoS also includes all case management activity
 - Anything discretionary sits in DoS
 - CM and offender choose what to do and both are accountable

Slide 10 – The enabling strategies

To achieve our vision and transform to the new service delivery solution - the Interchange Model - we will enable each CRC to work collaboratively with each CRC and ourselves, by using a number of enabling strategies that will support our proposed new service delivery model. The enabling strategies will focus on the following areas:

- **Continuous improvement**
 - Wisdom is knowledge management system

- All contribute to it – all can use it
- Always getting better by learning
- That includes our own development
- **Performance culture**
 - Focus on reduced re-offending
 - Real time measures of re-offending
 - Increased productivity
 - Not just what we get wrong
 - Celebrate what we get right
 - Reward what goes well
 - Curiosity – people who want to know more
- **ICT as enabler**
 - Not feeding the beast
 - Mobile equipment
 - New tools
 - Community/offender access
- **Supply chain**
 - One service – everyone is delivering Interchange
 - Some bought from other providers – charity charter
 - Some free from other providers
 - 3SC integrator of everything
 - DoS is the practitioners interface
- **Stakeholders**
 - Everyone has an interest
 - Being a valued partner
 - Making a valued contribution
- **Estates**
 - Modern
 - Flexible
 - Accessible
 - Rehabilitative
- **Commercials**
 - The money supports the business – the business uses it well
 - Selling our services to others – the DoS is accessible
 - Winning new business
 - More for less – but.....
 - The ability to invest

Our values – underpinned our approach.

Slide 11 – What's going to be different?

So, what's going to be different? We have identified 10 key differences from what we perceive today, all of which build on the core conceptual integrity of the model.

1. More community based

- a) opening the door on probation work
 - b) using the assets of communities such as mentoring
 - c) networking and networks
 - d) providing social value to local communities in all activities – not just CP
- 2. More developmental**
- a) The knowledge management approach is called Wisdom
 - b) Always changing in response to feedback, new evidence
 - c) Always adding new material
- 3. Greater user involvement and orientation**
- a) Offender as co-deliverer
 - b) Personalisation – offender has say in services
 - c) Specific roles for offenders
- 4. More integrated working**
- a) Maximising the contribution of other partners to rehabilitation/reducing re-offending
 - b) Providing leadership on these issues via networks
- 5. Greater flexibility of roles**
- a) Multi functional posts
 - b) Group based working
 - c) Limited specialisms
- 6. Greater practitioner discretion –**
- a) Very little prescription
 - b) Backed up by greater accountability – within a framework
- 7. Future orientation**
- a) It's not what you have done, but what you can do
 - b) Considerable emphasis on achievement
- 8. Greater value placed on human interactions and relationships**
- a) We change behaviour through relationships – therefore we
 - b) Maximise face to face time
 - c) Every interaction is an opportunity
 - d) All processes generate learning
 - e) This is why Interact is embedded in everything as a core activity
- 9. Using ICT as an enabler**
- a) Accessing services in the Directory of Services
 - b) Simpler planning methodology
 - c) Use of tablets to promote peripatetic working
 - d) GPRS and pin point cameras
- 10. By following 'lean' principles**
- a) There is more to do for less money
 - b) We will focus on the value for the end user
 - c) Eliminate waste and deliver better services.

NB Safety underpins everything

Slide 12 – What does it mean for me?

This is the first week of our journey together. We hope you are encouraged by the Interchange Model and the philosophy behind it, but we acknowledge that there will be concerns in the room about what this might mean for me. There are things that are known and things that unknown at this stage:

Knowns

- Entering new commercial era
- Transformation journey together
- Changed ways of working
- Design and implementation of a new service delivery model with new and changed roles and responsibilities
- More efficient, flexible, performance oriented
- Participation in projects/working groups to design more efficient and effective services
- Efficiency, smarter, more for less

but in return

- You will have a highly supportive culture
- We will invest in technology
- We will invest in training
- Will ensure that this continues to be a 'great place to work'
- We will look at innovative rewards
- We will encourage innovation
- Opportunities of pan CRC working, development and sharing of practice

Unknowns

But you will appreciate that as we stand here today we do not know how any proposed changes will affect any specific role, the number of staff required in the new model, people structure or ratio of roles may be required, until we worked with you to compare and contrast status quo with the future operating model, which will take several months

We will commit to communicate as fast, and as well as we can, as we begin to work together to make the unknowns known.

Slide 13 – Next steps

Key stages in the Mobilisation, Transition and Transformation

January 2015

- Desk top analysis of each CRC using EFQM framework
- Identifying emerging priorities
- Informing transition planning

February

- Introduction to Purple Futures
- Preparing new services using our model and philosophy
- Leveraging off your expertise locally
- Establishing ways of working
- Initiating key work stream projects: e.g. Service Delivery/ICT/Supply Chain/HR/Estates/Communications

March/April

- Launch proposed Transformation Programme
- Full day conference for all staff
- Key opportunity to shape the future
- Become involved in the Transformation Programme
- This is an opportunity for you to come and influence the direction of travel for your function and day to day activities.
- We are committed to try and balance the needs of each member of staff with the wider vision and strategies approved by the MoJ and external professional advice.
- We would ask you to consider how you would like to contribute and what ideas you have to really impact the efficacy of what we do and simplify the supporting services.
- We have come with ideas but they are not set in stone and we will respect and consider your views.

May to Mar 2016

- Implement Transformation Programme
- Deliver work stream projects
- Regular communications throughout

Slide 14 – Q&As session

Slide 15 – Thank you

If you have any other questions, please direct them via the Purple Futures website where you can submit a question online.

We are also on Twitter @purplefutures

Reminder, next Monday we are hosting a live telephone Q&As with Yvonne Thomas. Details will be made available via your usual internal comms channels.

Thank you for attending, for listening and taking part.