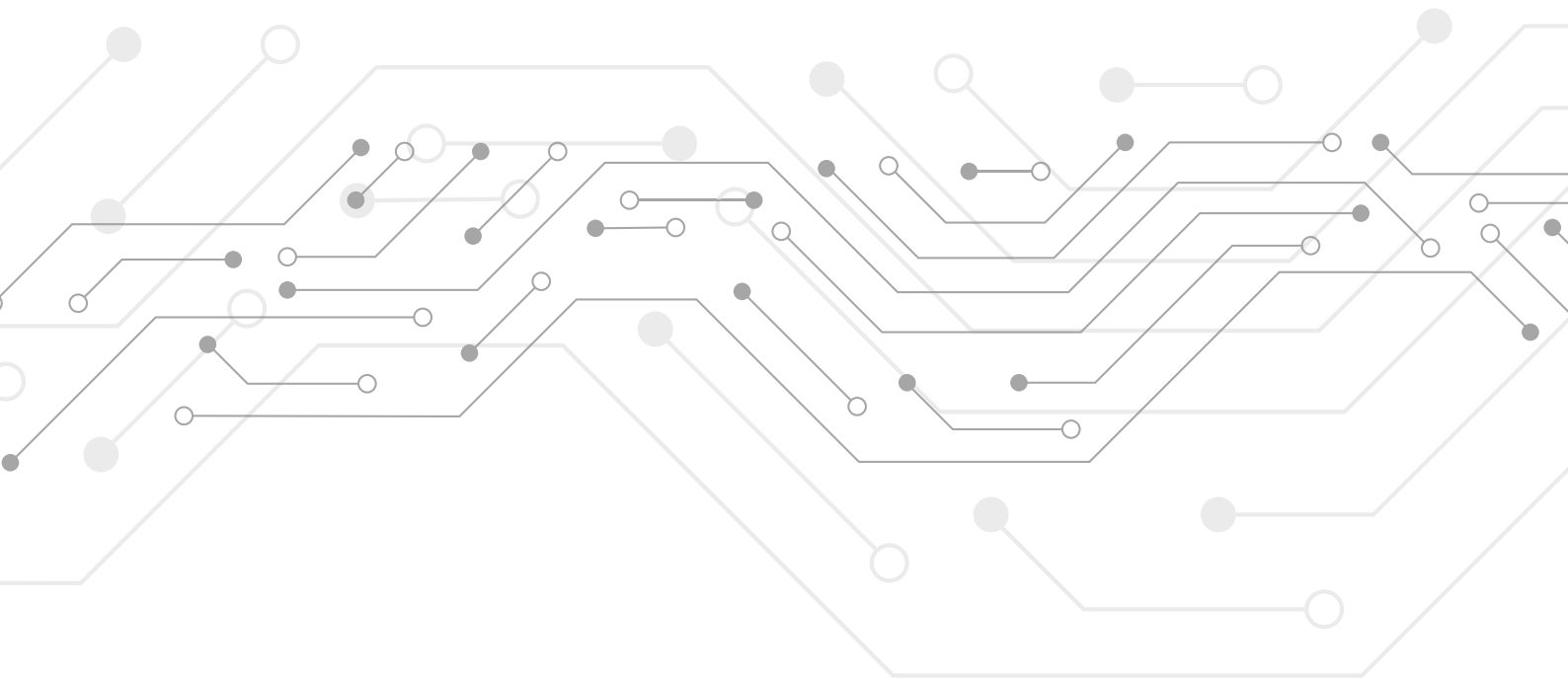


Employment, Training & Education Evaluation

Community Rehabilitation
Company Evaluation Series



November 2021

ingeus



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Introduction

Ingeus commissioned an independent, external consultant, Russell Webster, to undertake a series of evaluations on a range of interventions which Ingeus delivered as the lead organisation in the Reducing Reoffending Partnership (RRP), alongside Change, Grow, Live and the St Giles Trust; which operated the Derbyshire, Leicestershire, Nottinghamshire & Rutland (DLNR) and Staffordshire & West Midlands (SWM) Community Rehabilitation Companies (CRC) between 2015 and 2021. This evaluation focuses on the employment, training and education (ETE) work delivered during this period.

Chapter 1 describes the model of ETE work developed by Ingeus and its RRP partners. Chapter 2 presents the ETE activities delivered over a three-year period and describes the outcomes of those activities in detail. Chapter 3 presents feedback on the service from a range of official reports and includes case studies to fully illustrate the service and its impact. Chapter 4 summarises the report and presents conclusions.

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Executive Summary

The evidence base

Ingeus invested heavily in employment, training and education (ETE) interventions as the lead partner for the Reducing Reoffending Partnership (RRP), for the simple reason that work is heavily associated with successful desistance journeys and reduced reoffending. There is a clear consensus from the evidence base that there are four main ways in which having a job promotes desistance:

1. An individual can fill their time constructively and become economically independent.
2. Employment facilitates reintegration into the wider society by helping individuals to move away from criminal networks and develop social relationships with a wide range of people.
3. Being in paid employment enhances individuals' self-esteem and helps them to build a renewed and positive sense of self, which helps to protect against a return to crime.
4. The status of being an employed person acts as an important symbol to the individual of their ability to return successfully to a conventional life.

The approach

Every person supervised by RPP had access to individualised ETE support from a total of 29 ETE advisors in 36 locations across the two Community Rehabilitation Companies (CRC) it delivered in Derbyshire, Nottinghamshire, Leicestershire & Rutland, and Staffordshire & West Midlands. The ETE teams provided a range of interventions that offered help with preparing CVs, understanding how to make the most of transferrable skills, improving interview techniques and disclosing previous offending behaviour. The programme also worked in partnership with dozens of other agencies that provide educational and training opportunities as well as in-work support to ensure that the new employee adapted well into their working environment. The ETE teams invested heavily in promoting their service not only to those attending the main probation offices but also those doing community payback orders and residing at approved premises (probation hostels). A comprehensive service was also offered to people in prison with the ETE advisors working closely alongside the Ingeus resettlement teams.

Outcomes

The scale of the ETE work was impressive. In the five-year period between 2016-2021, 4,919 people were helped to find work and service users completed a total of 6,150 training and education courses.

Ingeus invested in the development of its own Reoffending Analysis Tool (RAT) which included Offender Group Reconviction Scale (OGRS) to facilitate a sophisticated analysis of reoffending outcomes – comparing actual reconviction rates against predicted ones.

Analysis of a cohort of over 12,000 individuals receiving ETE support found that their actual one-year reconviction rate was just 27.1%, compared with a predicted rate of 35.6% – a reduction of nearly one quarter or 8.5 percentage points. In other words, 1,020 fewer people reoffended because of the ETE work undertaken by Ingeus.

Unsurprisingly, the impact of reoffending is even more impressive when the ETE intervention helps people find work. The one-year reconviction rate of the 2,756 individuals who found work was just 20.0%, compared with a predicted rate of 30.4% – a reduction of just over one third or 10.4 percentage points.

The reoffending rate for the 1,709 individuals who kept their jobs for at least 13 weeks was just 17.7%, compared with a predicted rate of 28.6% – a reduction of well over one third or 10.9 percentage points.

Going Forward

The evaluation identified a number of critical success factors in this work which Ingeus will apply in its continuing work in the offender employment arena:

A positive leadership culture – Ingeus invested significantly in ETE services and consistently emphasised the importance of the work as the cornerstone of desistance.

An appetite for partnership work – It was only by making dozens of partnerships with employers, training providers and a wide range of specialist support services in every locality across the Midlands that Ingeus has achieved such outstanding outcomes. The organisational culture has been one of working together in partnerships, valuing partners as equals and investing and supporting them.

The high level of morale and motivation of ETE advisors – The culture of the ETE team was to believe that everyone could benefit from the service and there was a willingness to focus on achieving real outcomes for individuals rather than on meeting contractual targets.

An emphasis on working together with service users – People were encouraged to set their own goals and to take responsibility for their own progress alongside the support, motivation and interventions provided by staff. This enabled service users not only to develop skills and find work but to build self-confidence and a sense of their own agency – key elements of successful desistance.

Valuing lived experience – The fact that Ingeus trained and employed so many people with lived experience of the criminal justice system had a number of positive impacts. Service users could see that the organisation was genuine and practised what it preached. People with lived experience working with Ingeus were living examples of rehabilitation, inspired many others and were also able to constructively criticise and improve practice.

Finally, of course, the adage that success breeds success has a basis in reality. Because so many people were finding work and moving away from crime, staff developed a real sense of pride and ownership of the service they delivered and were determined to improve it and expand to help even more people.

Chapter 1: The Ingeus ETE model

Overview

Ingeus invested heavily in employment, training and education interventions as the lead partner for the Reducing Reoffending Partnership (RRP), for the simple reason that work is heavily associated with successful desistance journeys and reduced reoffending. There is a clear consensus from the evidence base that there are four main ways in which having a job promotes desistance:

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4. The status of being an employed person acts as an important symbol to the individual of their ability to return successfully to a conventional life.

Every person supervised by RPP had access to individualised ETE support from a total of 29 ETE advisors in 36 locations across the two Community Rehabilitation Companies (CRC) it delivered in Derbyshire, Nottinghamshire, Leicestershire & Rutland, and Staffordshire & West Midlands. The ETE teams provided a range of interventions that offered help with preparing CVs, understanding how to make the most of transferrable skills, improving interview techniques and disclosing previous offending behaviour.

The programme also worked in partnership with other agencies that provide educational and training opportunities as well as in-work support to ensure that the new employee adapted well into their working environment. A comprehensive service was provided including:

- Tailored support for up to six months through a combination of one-to-one Employment Advisor sessions & group work interventions
- Support with interviews and interview techniques
- 13 weeks in-work support for those who successfully gain employment
- Support with motivation and confidence building
- Exploring job goals
- CV and cover letter writing
- Disclosure advice
- Better Off in Work calculations and advice on in-work benefits
- Exploring the benefits of voluntary work
- Developing new skills such as communication, problem solving, team working and leadership
- Functional skills referrals for numeracy, literacy and ICT
- Support with written and online applications for jobs, apprenticeships and traineeships
- Referrals to external community projects & training providers to support employability needs
- Job action groups / job clubs with access to internet for job searching & online applications
- In-house employability workshops run by Employment Advisors.

The ETE teams invested heavily in promoting their service not only to those attending the main probation offices but also those doing community payback orders and residing at approved premises (probation hostels). A comprehensive service was also offered to people in prison with the ETE advisors working closely alongside the Ingeus resettlement teams.

Resources

The teams developed an ever-increasing range of resources to help service users find work. Examples of these include:

An employability workbook

The workbooks were distributed to people in prison to give them information and activities to help prepare them for job search on release. The workbook set out the various benefits of volunteering and working, helped people assess their own skills, got them started on preparing a CV and covering letter as well as providing contact information for a range of helping organisations.

A job search evaluation form

Designed to help a service user work jointly with their EE advisor to identify their career goals, their current job search activities, and their strengths and areas for development. The purpose of the form was for service users to identify achievable employment goals and work out their plan to achieve those goals.

ETE progression framework

This approach looked to break down the job search journey into five achievable stages (Finding your feet, Taking steps, Setting actions, Ready and Searching, and Ready for interview). A set of suggested activities are provided for each stage to help engage service users and keep them motivated. Support is also provided at a sixth stage: Adapting to Work.

Disclosure workshops

One of the most popular interventions was the Disclosure Workshop which was designed to help service users understand the provisions of the Rehabilitation of Offenders Act and for them to know when they were required to disclose criminal convictions to prospective employers. The most important component of the workshop was advice on strategies of how to disclose convictions which were honest but also gave the person the best chance of being considered for a job opportunity. Ingeus found that this workshop had additional value in being delivered to partnerships, Jobcentre Plus staff and local authorities for them to understand the implications of the legislation and to adopt best practice in recruitment procedures which did not unfairly discriminate against people with criminal convictions. Ingeus' partnership with the charity Unlocked was key to ensure that the advice and information given was of the highest quality and updated regularly to reflect changing practice and attitudes.

Prison In-reach

Ingeus also ensured that people in prison were able to access the whole range of ETE services by appointing a number of ETE advisors who were integrated into the resettlement teams but also based in the community. This in-reach service provided intensive support to people being released from prison starting from 12 weeks pre-release. The model had three major advantages. Firstly, being integrated into the resettlement teams meant that referrals were picked up as early as possible and advisors (who were radio trained and carried keys) were able to access service users on the wings and be adaptable to prison regime changes. Secondly, being based in the community enabled advisors to build a wide range of partnerships with employers and training and education providers. Thirdly, the in-reach role meant that Ingeus was able to offer a continuity of service through-the-gate, in-reach employment advisors were able to develop an action plan with an individual service user, set up appointments on release and the community-based employment advisors were able to continue with the plan seamlessly.

Ingeus evaluated this approach and found that people in prison who accessed in-reach advisers were much more likely to engage with community employment advisers on release. The in-reach team were also able to facilitate access to a range of employment and training opportunities offered by the different prisons in the Midlands area including getting CSCS cards before release to enable people to start employment on construction sites immediately on returning to the community.

Partnerships

The Ingeus employment service established dozens of partnerships with a wide range of statutory, private and voluntary sector organisations as well as working relationships with many employers and education and training providers. A small number of those partnerships are described below to give readers an idea of the variety of initiatives available to people supervised by the two CRCs.

Leicester Ex-Offender Project

Monthly meetings are held with the Leicester Ex-Offender Project group focusing on maximising opportunities for ex-offenders including arranging specific events for this cohort including Kickstart and Apprenticeships.

The meetings are attended by high profile and influential stakeholders including: City and local councils, training organisations, Police Crime Commissioners, Department for Work and Pensions, local colleges, CITB, local employers, New Futures Network, and CFO3.

New Futures Network

The Ingeus employment advisors are in regular email and telephone contact with local NFN Brokers to discuss current opportunities prior to release and on release, in addition to disseminating job opportunities received from NFN brokers.

DBC Training

Ingeus employment advisors have established close working relationships with DBC Training who offer a very wide range of courses throughout Derbyshire and Nottinghamshire which have been taken up by hundreds of service users. Ingeus has nurtured this relationship and continues to work closely with DBC to deliver Commissioned Rehabilitative Services.

Prince's Trust

Ingeus has a very long-standing working relationship with the Prince's Trust with many staff having worked for both organisations. This enables Ingeus employment advisors to offer a wide range of courses, particularly for people with entrepreneurial ambitions to service users.

Lendlease / RMF Glen Parva Steering Group

This initiative is an employer led group specifically for the new HMP Glen Parva rebuild in Leicester since such a large construction project offers a wide number of employment opportunities for service users. There are also numerous related training opportunities plus vacancies on other Lendlease contracts.

Fit for Work Skills Builder

Skills Builder was a partnership between DLNR CRC, Staffordshire Wildlife Trust and the Peak District National Park Authority, with funding from the Big lottery. Service users participated in a 12-week training programme, where they engaged in conservation-related activities at a range of countryside sites. An independent external review¹ of the project found:

- The project re-offending rate is 8.7% set against a national average of 27%.
- 27 people individual secured work in related fields after the course.
- 61 participants achieved Level 1 Awards in Practical Skills and Health and Safety in construction.
- 24 people got CSCS cards.
- At least 49 countryside sites were improved for public access and/or biodiversity.
- Many participants reported increased self-confidence and self-esteem and improved motivation to avoid reoffending, reduce alcohol and drug intake, as well as accessing further training or finding work.

¹Julian Glover (2019) Landscapes Review. DEFRA

West Midlands Combined Authority Partnership

Ingeus worked closely with the West Midlands Combined Authority to run a series of employability events across the West Midlands area. One example was a construction gateway and rail employability event held in Birmingham, where 113 service users met with 18 different training providers. The event resulted in a minimum of 45 service users starting training courses and thirteen getting jobs following on from the training.

Ingeus as employer

Ingeus was (obviously) aware that the main barriers to work for people with a criminal conviction are the reluctance of many employers to consider them for a position and the general stigma of having a criminal record. Ingeus addressed this issue throughout all its ETE work; coaching service users on the legal requirements of disclosing convictions and the best approaches to disclosure when required, as well as advocating with employers. Ingeus also wanted to go further and demonstrate the organisation's own commitment to rehabilitation by developing a series of progression opportunities for people with lived experience of criminal justice who participated in Ingeus' volunteering and mentoring programmes. Ingeus' progression strategy provided personalised support to enable peer mentors and others with lived experience to move on to a range of other positions including:

- Entry level trainee roles within the CRCs.
- Apprenticeships across a range of partner organisations.
- Further education and training.
- Employment opportunities outside RRP and its partner organisations.

Ingeus committed fully to this progression process, taking the view that recruiting a large number of workers with lived experience would enhance the quality of their workforce. They therefore took the strategic decision to reallocate resources to create paid Community Support Worker roles. These positions offered additional flexibility so that people in the early stages of their desistance journeys could work on a part-time basis with the chance to go full time when they (and their manager) felt this was appropriate.

The Community Support Worker post was created to act as a stepping stone between volunteering and the existing Probation Support Officer role which is the main entry-point into a probation career.

A minimum of 150 individuals completed the peer mentoring training in both CRCs during the six years under review in this report. Ninety-two of these individuals were employed by Ingeus in a variety of roles including as community support workers, health trainers, sessional community payback supervisors, sessional Approved Premises (probation hostel) staff and site hosts (reception staff). The majority of

these people transferred over to the Probation Service at the end of the CRC contracts in June 2021 with six individuals now working as Personal Wellbeing Mentors and Advisors within Ingeus' Justice division. Ingeus has also recruited other people with lived experience to deliver a range of different Community Resettlement Services.

The next chapter sets out the range of ETE activities delivered by Ingeus and their impact.

Chapter 2: Outputs and outcomes

Overview

Ingeus kept a comprehensive database detailing ETE activities and their outcomes and supplied the evaluator with all the monitoring data for a full three-year period between April 2018 and March 2021. The database recorded all service users who were referred to ETE services and the number of these individuals who took up the service. It also recorded two key outcome measures – the number of people who engaged into education or training and the number of people who found paid work. For those who found jobs, the ETE team followed up to confirm whether these jobs were sustained, defined as jobs where a person was in continuous employment for 13 weeks.

The figures are impressive. A total of 13,923 service users took up the offer of the ETE service. Nearly a quarter (3,263/13,923 individuals, 23.4%) people successfully found work. Almost two thirds of those people (2,048/3,263, 62.8%) sustained their jobs for a minimum of 13 weeks.

Training and education

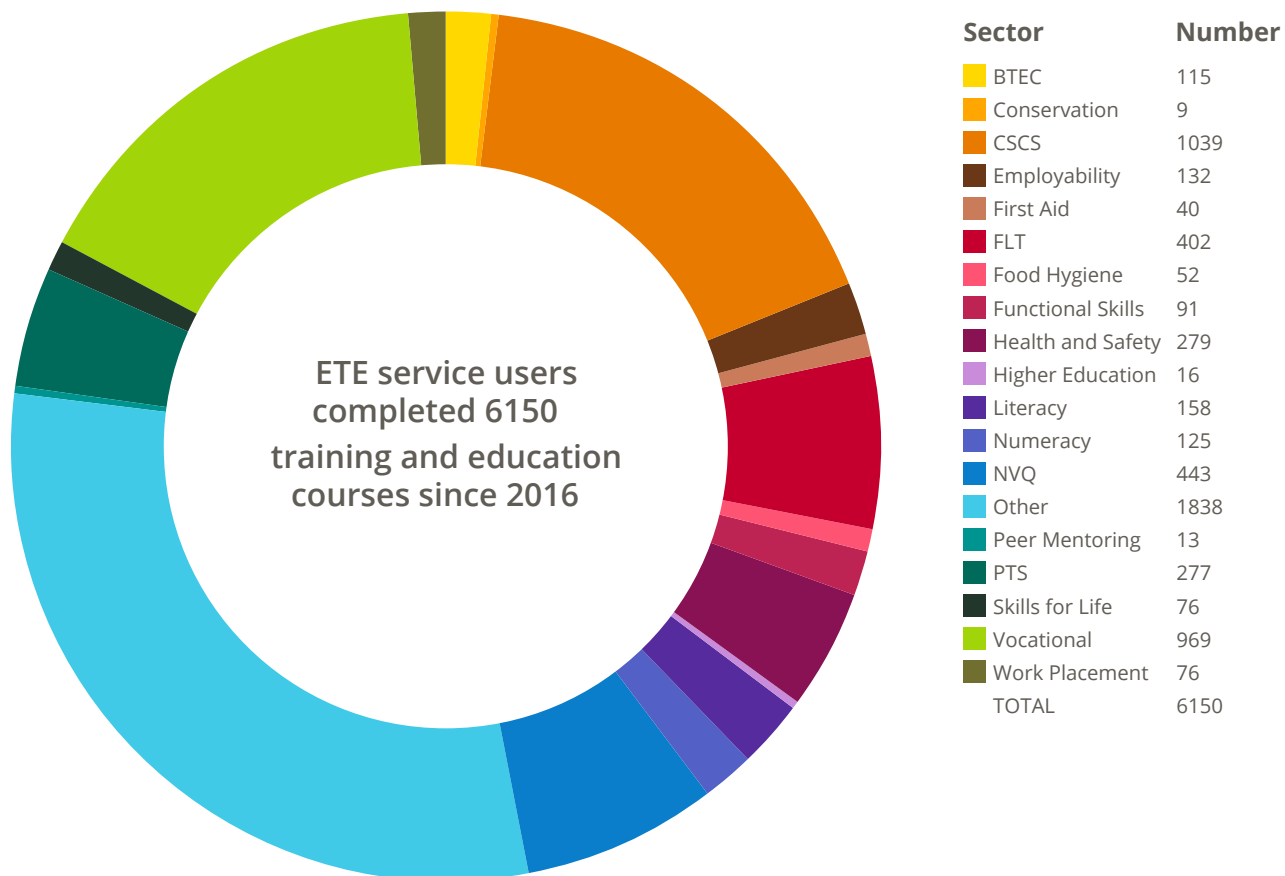
Ingeus also kept records of everyone completing training and education courses in the five-year period between 2016 and 2021. A total of 6,150 people successfully completed a course in a wide range of different subjects. The most common qualifications obtained were:

- CSCS² (1039, 17%)
- Vocational training (969, 16%)
- National Vocational Qualifications (443, 7%)
- Fork Lift Truck qualification (402, 7%)
- Health and Safety (279, 5%)
- Personal Track Safety (277, 5%)

² Construction Skills Certification Scheme – essential for any employment on a building site

A more comprehensive breakdown is shown in Figure 1 below.

Figure 1 Training qualifications completed (n = 6150)



Employment

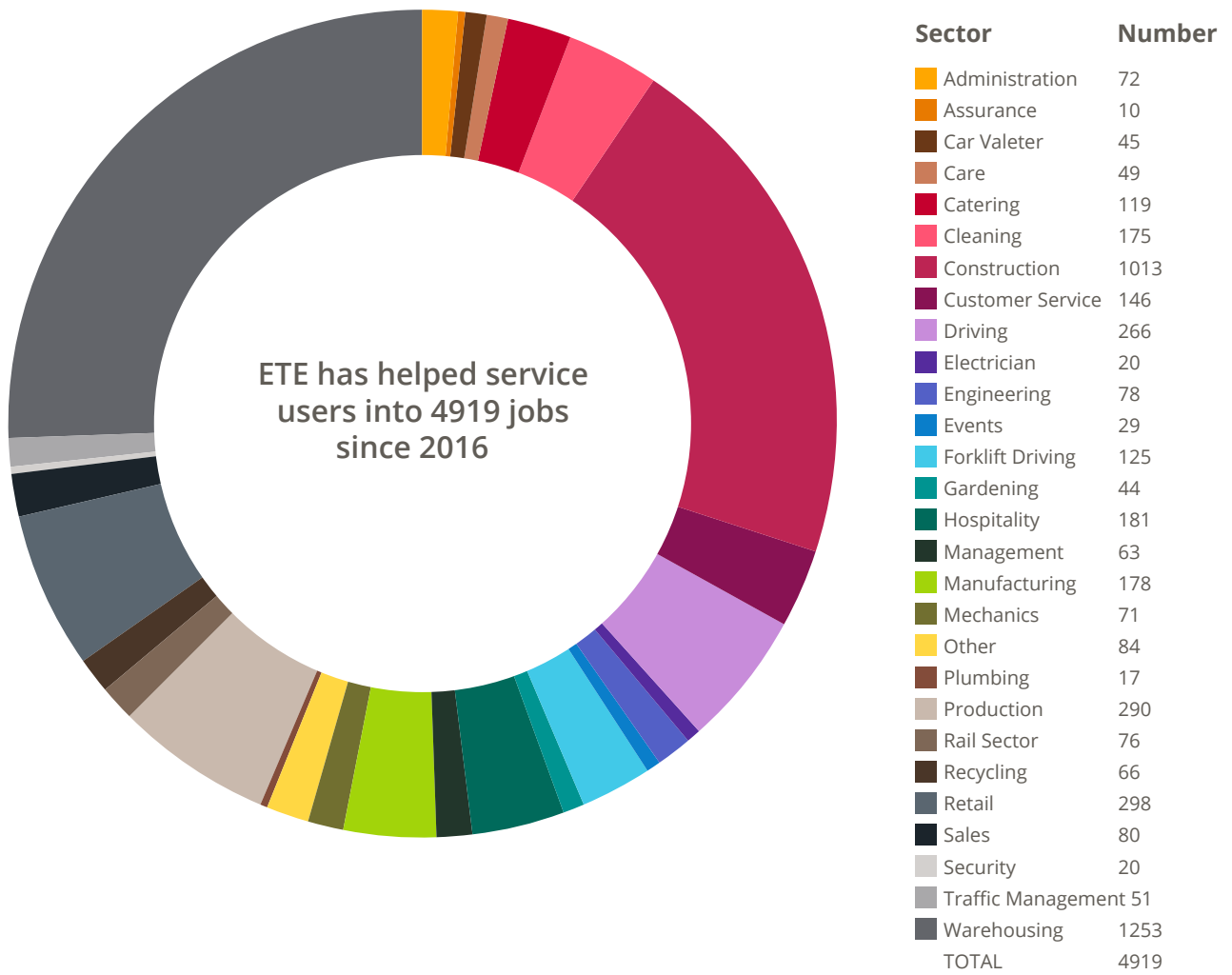
Ingeus also kept records of everyone who found employment in the five-year period between 2016 and 2021. Overall, 4,919³ people successfully found work in a wide range of different sectors. The most common job sectors where service users found work were:

- Warehousing (1253, 25%)
- Construction (1013, 21%)
- Retail (298, 6%)
- Production (290, 6%)
- Driving (266, 5%)
- Hospitality (181, 4%)
- Manufacturing (178, 4%)
- Cleaning (175, 4%)

³ This figure is larger than the number at the start of this chapter because it refers to a period of five years (2016-21), rather than three years (2018-21). The figures come from different databases which recorded different information.

A more detailed breakdown is shown in Figure 2 below.

Figure 2 Jobs achieved (n = 4919)



Impact on re-offending

Ingeus invested in the development of its own Reoffending Analysis Tool (RAT) in order to elicit rapid feedback on the effectiveness of a wide range of interventions in terms of its impact on reoffending. The tool enabled managers to be swiftly alerted to the under-performance of a particular team or area or that the needs of a particular cohort were not being met⁴. In either case, remedial action could be swiftly undertaken.

The inclusion of Offender Group Reconviction Scale (OGRS) scores⁵ within the RAT enabled Ingeus to undertake a sophisticated analysis of reoffending outcomes – comparing actual reconviction rates⁶ against predicted ones.

Ingeus analysed the reoffending outcomes of over 12,000⁷ individual service users who had received employment, training and education interventions and found that the actual one-year reconviction rate of this cohort was just 27.1%, compared with a predicted reconviction rate of 35.6% – a reduction of nearly one quarter or 8.5 percentage points. In other words, 1,020 fewer people reoffended because of the ETE work undertaken by Ingeus.

Unsurprisingly, the impact of reoffending is even more impressive when the ETE intervention helps people find work. The one-year reconviction rate of the cohort of 2,756 individuals supervised by Ingeus who were helped to find work was just 20.0%, compared with a predicted reconviction rate of 30.4% – a reduction of just over one third or 10.4 percentage points.

The RAT data also confirms the added benefits of sustaining a job for a minimum of 13 weeks. The one-year reconviction rate of a cohort of 1,709 individuals supervised by Ingeus who sustained employment for at least 13 weeks was just 17.7%, compared with a predicted reconviction rate of 28.6% – a reduction of well over one third or 10.9 percentage points.

The next chapter looks at the official assessment of Ingeus' ETE work and includes case studies to give a more rounded picture of the work undertaken.

⁴ The Reoffending Analysis Tool collected data on demographics; protected characteristics; and offence-specific information.

⁵ The OGRS3 Year 1 score is used in the Reoffending Analysis Tool.

⁶ In the absence of Police National Computer (PNC) data, the presence of a new and subsequent sentence recorded on nDelius is used as a proxy for actual reoffending; hence will not include all further reoffending, e.g. Police cautions, and under report by approx. 2-3%.

⁷ 12,525 individuals.

Chapter 3: Feedback and case studies

Introduction

This chapter starts with the assessments of probation inspectors of the quality of employment, training and education interventions before presenting a series of case studies to provide a more rounded picture of the work undertaken and its impact.

Inspectors' views

Her Majesty's Inspectorate of Probation (HMIP) undertook regular and comprehensive inspections into the quality of work delivered by all Community Rehabilitation Companies.

In its final (2020) inspection of SWMCRC⁸, inspectors cited as one of the key strengths of the organisation "good access to education, training and employment services". It also praises the quality of the work: "Education, training and employment (ETE) work is delivered to a high standard, with a positive rate of activity leading to settled employment".

The inspectorate also commended SWMCRC for having a "forward-looking and successful approach to the employment of people previously supervised on community supervision or post-release licence".

In its parallel inspection⁹ of the other Community Rehabilitation Company operated by Ingeus (DLNR CRC) also undertaken in 2020, HMIP was equally complimentary, highlighting the fact that "high quality ETE services are available to support community sentence requirements and resettlement plans". Again, inspectors specifically praised the CRC for the "progression of ex-offenders to employment within RRP".

⁸ Her Majesty's Inspectorate of Probation (2020) An inspection of probation services in: Staffordshire and West Midlands Community Rehabilitation Company

⁹ Her Majesty's Inspectorate of Probation (2020) An inspection of probation services in: Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company

Case studies

All the case studies below have been anonymised from real cases and demonstrate the range of approaches and Ingeus' commitment to help people facing a wide range of barriers to employment.

Getting a first job

When the Ingeus ETE advisor first met Sofia, she was not interested in working and talked of feeling demoralised and depressed as a result of her children being temporarily placed in care. They discussed training options to keep her busy and focused on something positive and she agreed to do a basic literacy course as she could not read and write. Sofia flourished in this class and had a real thirst for learning to the point her tutor had to tell her not to always put her hand up and let somebody else answer the questions.

The course really improved her confidence and she started talking about going into work. The advisor and Sofia worked together to create a CV and a covering letter tailored towards cleaning and did some job searching together. The advisor also gave her a list of cleaning companies to call and after a while she secured a cleaning job with ISS Facilities which she says she is "loving".

On her first day she came into the office in her uniform to show the team. It was clear she was very proud of her first job and the independence and autonomy it gave her. In just a few weeks, it was clear to see that her self-esteem had improved significantly, she reported feeling more confident, proud and happy and now has regular access to her children and is hoping that she will have them back at home with her soon.

Finding a job after a long sentence

The Ingeus ETE advisor met Carl whilst walking the landings in HMP Birmingham. Carl had been in prison for ten years on an indeterminate Imprisonment for Public Protection sentence and had already served many years past his tariff. Carl was desperate to be

released and rebuild his life. He worked hard with Ingeus Resettlement and ETE teams and found a positive focus into which he could channel his energy. He attended workshops, employer events and one to one meetings and staff gradually saw his identity and self-confidence re-emerge.

Towards the end of his sentence, Carl's work ethic came to the fore and he became increasingly keen to secure work at the earliest opportunity as he knew that, for him, this was the best way for him to remain out of prison. The day after his release from prison, he attended an induction session for a Sector Based Work Academy which involves a period of training, work experience and a guaranteed interview with permanent jobs available at the end of it. Within four weeks, he started training to become a traffic management operative and three weeks later secured his first ever job. Carl remained in touch with the ETE team for several months and continued to flourish.

Building Motivation

When his probation officer referred Tony to the Ingeus ETE advisor, he shared the information that Tony did not want to come and thought it would be "a waste of time". At the first appointment, the advisor explained the Ingeus approach and how it differed from a job centre, emphasising that Tony was in the driving seat in terms of setting his own goals. Tony explained he was able to get his own job however he needed a CSCS card. He was informed about the Wire Project and was set the goal of attending his next appointment to attend with his CV and three additional action points necessary to help reach his aim of finding work. Tony arrived early to his second appointment at which the advisor worked with him to review his CV, write a cover letter and practice disclosing his convictions. The referral to the Wire Programme was sent and the advisor helped Tony practise his interview skills. Tony passed his interview and went on to successfully complete his 2-week placement, passing his CSCS test as well. While on placement, Tony and the advisor continued job searching and he successfully gained full-time permanent employment as a labourer for William Davis. Tony proved to be a hard worker and completed his 13-week probationary period without any problems.

The Value of Lived Experience

Paula had a good work history and a range of qualifications, but these dated back almost twenty years to the time before she had left work to raise a family. Following the breakdown of her relationship and her conviction, Paula was depressed and lacked confidence and self-esteem although she was starting to rebuild these through her voluntary work as a peer mentor for Ingeus, supporting other people on probation.

The ETE advisor worked with Paula to update her CV, and helped her practise how to disclose her convictions at interview and explored what sort of work she was interested in. Since Paula was interested in helping others, she was encouraged to explore support roles in a wide range of organisations including within Ingeus.

Upon completion of her peer mentoring training, Paula was invited to support learners in ETE and other group sessions. She proved to be “a natural” at this work and was then encouraged to apply for a full-time role within DLNR CRC. She was successful at interview and passed her probationary period and says that the job “is the best thing I’ve ever done”.

The next chapter summarise the report and presents conclusions.

Chapter 4: Conclusions

Overview

Ingeus' decision to make such a large-scale investment in employment, training and education services was based on a long-standing and robust evidence base that employment is a core component for most people's desistance journeys. It is for this reason that Ingeus ensured that its ETE service was as comprehensive as possible, offered to everyone supervised by RRP, in the community and in prison, in probation hostels and doing unpaid work orders.

The scale of the intervention can be seen from the numbers of people helped: more than three thousand service users taking up the offer of help every year, with more than a thousand completing training or education courses and more than a thousand finding work. Over six thousand (6,150) people completed training or education courses over the five-year 2016-2021 period and nearly five thousand (4,919) found work.

The success of the Ingeus ETE approach is confirmed by both the official assessments of the probation inspectors and these very substantial outcome numbers.

The impact of the work on reoffending could hardly be more convincing with the risk of someone who merely participated in the scheme being 10 percentage points less likely to be convicted of a further offence. The impact rises further for those who start (11.8%) and retain (12%) jobs.

Critical success factors

By combining the findings from data analysis and interviews with partners and service users it has been possible to identify the main critical success factors behind this success.

A positive leadership culture – The Ingeus senior leadership team invested significantly in ETE services and consistently emphasised the importance of the work as the cornerstone of desistance.

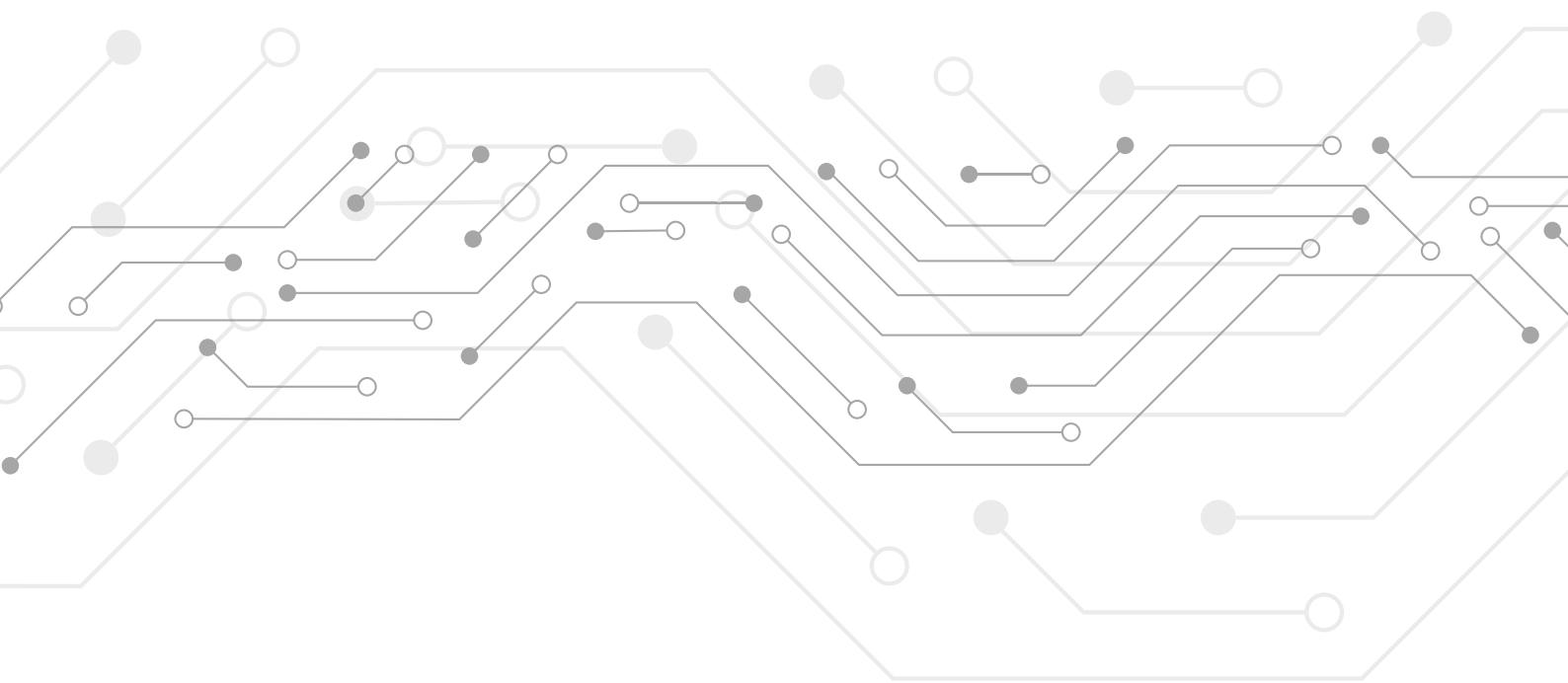
An appetite for partnership work – It was only by making dozens of partnerships with employers, training providers and a wide range of specialist support services in every locality across the Midlands that Ingeus has achieved such outstanding outcomes. The organisational culture has been one of working together in partnerships, valuing partners as equals and investing and supporting them. This is a long way from the contractual, supply-chain management approach adopted by some other CRC providers.

The high level of morale and motivation of ETE advisors – The culture of the ETE team was to believe that everyone could benefit from the service and there was a willingness to focus on achieving real outcomes for individuals rather than on meeting contractual targets.

An emphasis on working together with service users – People were encouraged to set their own goals and to take responsibility for their own progress alongside the support, motivation and interventions provided by staff. This enabled service users not only to develop skills and find work but to build self-confidence and a sense of their own agency – key elements of successful desistance.

Valuing lived experience – The fact that Ingeus trained and employed so many people with lived experience of the criminal justice system had a number of positive impacts. Service users could see that the organisation was genuine and practised what it preached. People with lived experience working with Ingeus were living examples of rehabilitation, inspired many others and were also able to constructively criticise and improve practice.

Finally, of course, the adage that success breeds success has a basis in reality. Because so many people were finding work and moving away from crime, staff developed a real sense of pride and ownership of the service they delivered and were determined to improve it and expand to help even more people.



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