

Institution: Liverpool John Moores University (LJMU)		
Unit of Assessment: UOA18		
Title of case study: Shaping resettlement policy and practice: a case study partnership		
Period when the underpinning research was undertaken: 2015-2020		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Prof Lawrence Burke	Professor in Criminal Justice	2005 – present
Dr Matthew Millings	Reader in Criminal Justice	2006 – present
Dr Stuart Taylor	Senior Lecturer in Criminal Justice	2003 – present
Ester Ragonese	Senior Lecturer in Criminal Justice	2004 - present
Period when the claimed impact occurred: 2015-2020		
Is this case study continued from a case study submitted in 2014? N		
1. Summary of the impact <p>This project has shaped resettlement policy and service provision in two ways:</p> <ol style="list-style-type: none"> 1. Promoted a system change agenda by: establishing innovative resettlement practices within HMP Liverpool and Merseyside Community Rehabilitation Company; enabling ongoing learning/collaborative working through the Merseyside Reducing Reoffending Group, practitioner forums and a webinar series engaging senior managers with emergent issues/evidence. 2. Enhanced knowledge, decision making and service provision among national bodies/organisations responsible for: shaping resettlement policy through contribution to Justice Select Committee and incorporation into their findings; the oversight/delivery of resettlement policy/practice through production of material for Her Majesty's Prison and Probation Service and the Effective Probation Practice – Performance Directorate. It also informed those campaigning for policy change (Reform; National Association of Probation Officers). <p>The overall impact of the changes instigated by the research led to a significant improvement in service delivery thereby enhancing the resettlement experiences of some of the 6,000 prisoners released into the Merseyside area annually. This was evidenced externally in the inspections conducted by HMI Prisons and Probation which saw the work of the prison moving from 'inadequate' to 'excellent' and from 'requiring improvement' to 'outstanding' in the case of HMP Liverpool and Merseyside CRC respectively.</p>		
2. Underpinning research <p>In 2015, the UK government reformed resettlement provision for short-term prisoners via a Through the Gate (TTG) scheme introduced as part of its Transforming Rehabilitation (TR) agenda. A Ministry of Justice Analytical Report in 2019 estimated that the total yearly economic and social cost of reoffending by adults who had received a prison sentence of less than 12 months was £5,013,000 (MoJ, 2019). The challenges of supporting ex-prisoners to resettle and re-integrate into their communities and reducing the financial cost of re-offending underpinned the wide scale reform of offender management services set in motion by the TR programme. The research explored how these reforms were implemented at the local level and, by investigating the experiences of resettlement provision, highlighted gaps in services including timely access to support (R1,2,3). Prisoners' experiences of resettlement were negative despite the intended effects of government reforms (R5). The research illustrated that the voluntary sector organisation</p>		

who were contracted to provide services had limited training and lacked the resources necessary to undertake their expanded role (R4). The combined research outputs demonstrated that one of the key policy intentions underpinning the Transforming Rehabilitation reforms (i.e., the requirement to provide resettlement support for short-term prisoners) was not being achieved (R1,2,3,4).

The study's 'action research' design enabled the research team to provide reports at designated stages and allowed us to facilitate forums to engage partners with emergent findings and enabled collaborative discussion of future policy and practice (R1; R2). This 'real-time' feedback shaped the ongoing delivery of resettlement orientated service provision, which saw a marked improvement. Following a series of damning inspection reports that had culminated in HMP Liverpool being labelled the worst prison in England, and TTG services in Merseyside as 'requiring improvement' (Clarke, 2017; HM Inspectorate of Probation, 2017), the researchers made a series of recommendations (R1; R2; R3) that were considered and implemented by both management within HMP Liverpool and Merseyside Community Rehabilitation Company (CRC). This contributed to a remarkable turnaround in which resettlement provision within the prison was subsequently rated as 'excellent' (HM Inspector of Prisons, 2019) and TTG provision provided by Merseyside CRC as 'outstanding' (HMI Inspector of Probation, 2020).

The research was a collaboration between HMP Liverpool, Merseyside CRC, the National Probation Service (NPS), and LJMU. This exploratory case-study, conducted in three phases over an 18-month period (January 2016 - June 2017), included observational and interview/focus group research, engaging 154 individuals involved in the delivery/consumption of resettlement services. The project provided empirical insight into the operational deployment of practice reform from the perspectives of staff, prisoners and their families (R1/R2/R3), documenting how the structures, processes and operation of in-prison based resettlement service provision changed over time (R4) and examined the views of those who implemented, managed and engaged services both within and outside the prison (R5).

This study is part of a series of studies conducted by the researchers that have explored the challenges and tensions for criminal justice partners in delivering effective and impactful rehabilitation support services to ex-prisoners.

3. References to the research

Research Reports

R1. Taylor. S., Burke. L., Millings. M. and Ragonese, E. (2018). *Through the Gate: the implementation, management and delivery of resettlement service provision for short term prisoners*. Research Summary for Her Majesty's Prison and Probation Service. Available on request from researchers.

R2. Taylor. S., Burke. L., Millings. M. and Ragonese, E. (2018). *Through the Gate: the implementation, management and delivery of resettlement service provision for short term prisoners*. Final Briefing Report.

<http://researchonline.ljmu.ac.uk/id/eprint/8029/>

R3. Taylor. S., Burke. L., Millings. M. and Ragonese, E. (2016). *Transforming Rehabilitation and Through the Gate*. Briefing Report. November 2016. Available on request from researchers.

Double blind peer-reviewed journal articles

R4. Burke, L., Millings, M., Taylor, S. and Ragonese, E. (2020). Transforming rehabilitation, emotional labour and contract delivery: A case study of a voluntary sector provider in an English resettlement prison. *International Journal of Law Crime and Justice*, 61, 1-11.

<https://doi.org/10.1016/j.ijlcrj.2020.100387>.

R5. Millings, M., Taylor, S., Burke, L. and Ragonese, E. (2019). Through the Gate: the implementation, management and delivery of resettlement service provision for short-term prisoners. *Probation Journal*, 66(1), 77-95.

<https://doi.org/10.1177/0264550518820114>

R6. Taylor, S., Burke, L., Millings, M. and Ragonese, E. (2017). Transforming Rehabilitation during a penal crisis: A case study of Through the Gate services in a resettlement prison in England and Wales. *European Journal of Probation*, 9 (2), 115-131.

<https://doi.org/10.1177/2066220317706438>

4. Details of the impact

Research outputs generated by the project explored the changing structure of in-prison based resettlement services; explored how working alliances/relationships were formed; and examined how partners reconciled operational priorities. A series of policy and practice recommendations, made by the research team, have materially affected the structures in place to deliver resettlement provision and improved provision for prisoners at both regional and national level.

Impact on regional policy and practice

The project team produced briefing reports and ran research-led workshop events that brought all multi-agency partners together to collectively discuss emerging findings and identify pathways to enhance the efficacy of service provision. These workshops were conducted at the mid-point of the research, prior to its conclusion and six months after the completion of the research. The real-time dissemination of findings was significant and had a catalytic effect in facilitating changes to resettlement policy and practice at a regional level in the following ways:

A new *resettlement hub* in HMP Liverpool – The research highlighted the fragmented nature of resettlement provision within the prison setting (R1; R2; R3). The research team recommended the establishment of a resettlement hub, which was adopted by the prison management approximately 12 months after the dissemination of the findings of the research through the written reports and workshops. The resettlement hub overcame these issues (i.e., fragmentation, poor communication and poor through the gate coordination) through its co-location of resettlement services and a more focussed induction process thereby saving time and resources. Testimonials by senior managers evidence that this has led to a clearer understanding of partner roles, services being offered, reduced the duplication of effort, and enhanced the processing and delivery of resettlement services (S6; S7; S8). This was confirmed by the inspection of resettlement services within HMP Liverpool classifying them as 'excellent' (S7/8) with 75% of prisoners reporting they were receiving help with preparing them for release compared with 47% and 41% in previous inspections.

A new *resettlement practice model* operated by Merseyside CRC was introduced in April 2019 – The research identified a lack of joined up working between the provision of resettlement services within the prison and the management of ex-prisoners on their release into the community (R1; R2; R3). Related to the renewal of service delivery within the prison through the resettlement hub,

a new model of practice, rooted in the evidence provided by the research (S6), was established. This was directly informed by the research and through workshops with senior practitioners organised by the research team. This has led to enhanced working relationships within and between organisations both within and outside HMP Liverpool (S6; S7; S8). Improvements in service provision include increases in the numbers accessing resettlement services with 56% of released prisoners utilising such provision in the first six months of the scheme's operation and 23% of prisoners leaving with a mentor to provide ongoing support (S9). Within the Inspection Report (S8), activity to support resettlement was rated as 'sufficient' in 81% of cases and resettlement was coordinated effectively in 84% of cases. According to the Director of Operations, Merseyside CRC (S6), the research 'sharpen[ed] the focus on where blockages were occurring' and 'helped play a part in the wider collective push to reinvigorate resettlement services'.

Impact on national policy and practice

The focused case study approach of the research has also served to stimulate practice reflection/development beyond Merseyside and has had a wider application for policymakers, in the following ways:

Enhancing knowledge and influencing policymaking – In a series of research outputs, the project team identified systematic failings in the TTG model and TR agenda (R4, R5; R6) and identified the need for a strategic consultation around the contractual obligations of the CRCs (R3; R4; R5). These outputs were strategically fed by the research team into Her Majesty's Prison and Probation Service (the national body responsible for the oversight of this policy who had helped facilitate the research through facilitating access) (R3) and formed the basis of written and oral evidence by members of the research team (S3) submitted to the Justice Select Committee (JSC) consultation on TR (where, in the JSC's final report produced in June 2018, the research was cited) (S4). The Select Committee's review of the TR reform programme has been the catalyst for the government's decision to reunify probation services from June 2021 and the team have been involved in advising REFORM, a leading Westminster think-tank on a publication detailing how to improve TTG services within this future framework (S5).

Enhancing knowledge and service provision – The team worked alongside the Trade Union, Professional Association and campaigning organisation for Probation and Family Court staff. (Napo) (S1) and the Effective Probation Practice – Performance Directorate (S2) to produce material, informed by the research, to engage probation practitioners regionally and nationally. Through a series of practitioner forum events jointly delivered with NAPO (December 2016, June 2018) and the recording of a short video for the Effective Probation Practice – Performance Directorate, the research team has been able to disseminate the emerging lessons from the research directly to practitioner communities. One testimonial (S1) explains how this was empowering, providing 'a voice to front-line practitioners like myself who can be ignored by policy makers when their policies are enacted at the local level'. Another testimonial (S2) describes the short video produced in January 2019 as 'resonating well with staff in helping to better understand the academic work that can influence wider change to the organisation'.

The legacy of this knowledge-transfer activity is sustained through the continued engagement with the *Merseyside Reducing Reoffending Group*, where a member of the team (Ragonese), as a direct result of the research at HMP Liverpool, has been co-opted to the group, a role which includes facilitating a rolling webinar series through which regional senior managers of key agencies co-engage with emergent issues and empirical evidence to assist this group in formulating their priorities and strategies for the coming years with an emphasis on resettlement and release practices. In an impact testimony (S9) the Chair of the Merseyside Reducing

Reoffending Board describes how this has 'enhanced the work of the Board and helped influence senior stakeholders and support conversations which challenge and help drive system change'.

5. Sources to corroborate the impact

S1. Testimonial from NAPO.

S2. Testimonial from HMPPS Effective Practice Performance Directorate.

S3. Letter from Justice Select Committee

S4. Justice Select Committee report (citing submission).

S5. Testimonial from Reform outlining Taylor's involvement in advisory board.

S6. Testimonial from Head of Operations, Merseyside CRC; Community Director with responsibility for resettlement services Merseyside CRC; and Shelter senior manager – HMP Liverpool.

S7. HM Inspectorate of Prisons report 2019

S8 HM Inspectorate of Probation report 2020

S9. Testimonial from Chair of Reducing Reoffending Board outlining involvement as academic adviser.