



Ministry  
of Justice

# **Topic Guides used in the Employment and Reoffending Pilot Evaluation**

Appendix D of Evaluation of the Employment and Reoffending Pilot: Lessons learnt from the planning and early implementation phase

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# Appendix D of Evaluation of the Employment and Reoffending Pilot

## Interview topic guides

### 1. Stakeholder topic guide

#### Interviewer notes

This document is a guide to the principal themes and issues to be covered.  
Questions can be modified and followed up in more detail as appropriate.

Not all questions will be relevant to all interviewees. It is important to explore at the start the type of involvement that the interviewee has had in the pilot.

If unsure of relevance – ask if the subject is one the interviewee can comment on.

Probe for issues specific to their role e.g. legal, procurement.

**Questions in BOLD text are key and MUST be covered.**

#### Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Ministry of Justice (MoJ) to evaluate the implementation and delivery of the Employment & Reoffending pilot.
- We want to ask about their role in the development of the pilot, their views on the process of joint commissioning and any issues or lessons identified.
- The interview will last around an hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

#### Confidentiality and Consent

- Explain that the findings will be written up into a report which will be published on the MoJ website.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of the MoJ but no information that could identify them will be shared with the MoJ.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

## **A. BACKGROUND**

Can you give me a general overview of your organisation and its role in the Employment & Offending pilot?

*Probe: whether commissioning/strategic role/delivery*

Could you give me an overview of your job at the time of the design and implementation of the pilot?

*Probe: job title & length of time in post*

*Probe: division or department of organisation*

*Probe: role responsibilities*

Could you tell me about your personal involvement in the pilot?

*Probe: when became involved, length of time involved, key responsibilities, engagement or relationship with Department(s)*

Were you involved in:

Designing the pilot?

The pilot procurement process?

Are you aware of how the pilot is being delivered on the ground?

## **B. RATIONALE FOR PILOT**

**Can you tell me what you understand to be the main aims of the Employment and Reoffending pilot?**

How does it fit with other similar pilots?

*Probe: other reoffending pilots, other payment-by-results pilots*

How will the lessons learned from this pilot contribute to future policy making?

**What are the perceived benefits for your Department?**

**What are the perceived risks for your Department?**

## **C. RATIONALE FOR JOINT COMMISSIONING**

**What did you understand to be the key drivers behind the decision to commission the pilot jointly?**

*Prompt: joining up policy and funding; evidence from data sharing; evidence more likely to be effective; potential to make efficiencies in commissioning/ procurement; policy/ Ministerial priorities?*

*Probe: relative importance of drivers*

Which individuals/organisations were involved in this decision and what roles did they play?

*Prompt: Policy/strategic role; commissioning; procurement; delivery; others.*

*Probe: relative impacts of various individuals/organisations*

Can you tell me what you see as the main aims of joint commissioning?

*Probe: what problems is it addressing*

*Probe: what are expected outcomes/consequences*

**What do you think are the key benefits of joint commissioning?**

***Probe type of benefits: financial to government, economies of scale, time-saving, better outcomes for participants, less complexity for partners/ practitioners***

***Probe for whom: MoJ, DWP, NOMS, JCP, providers, offenders etc***

**What do you see as the main risks associated with joint commissioning?**

***Prompt: financial, strategic, operational etc***

#### **D. PILOT DESIGN**

**Can you explain how the 'Provider A vs. Provider B model' came about?**

**Does the design provide an accurate counterfactual for measuring performance?**

**What are the implications in comparing providers on this basis for payment by results?**

**What are the advantages and disadvantages of the binary measure of reoffending used in the pilot to assess provider performance?**

Can you tell me about the process for calculating and agreeing the pilot financial incentive payments?

*Probe: Data on which calculations and decisions made*

*Probe: Processes between your organisation/Department and others*

**Can you tell me why attachment fees were in this pilot? What are the advantages and disadvantage of attachment fees?**

How was the target group selected for the pilot?

*Probe: benefits/problems of broadening provision for offenders sentenced to less than 12 months*

How were the pilot areas selected?

How do you expect delivery to differ between Provider A and Provider B?

*Prompt: focus on provider A to start*

*Probe: logic model i.e. how does model proposed achieve objectives outlined, map out the theory of change*

What are the critical success factors for the pilot?

How effective was communication between the two departments during the design process?

How effective were communications between other stakeholders during the design process?

**What were the main challenges you experienced in designing the pilots?**

***Probe: any specific legal issues***

***Probe: any specific issues around funding***

Were there any issues around sharing or matching of data between departments?

*Probe: if no issues, what went well*

How were these challenges different as a result of the joint commissioning approach?

What was the impact of these challenges?

*Probe: financial, operational, resourcing etc*

*Probe: how were these impacts different as a result of joint commissioning*

How were these challenges resolved?

*Probe: key actors, information and resources required*

*Probe: how was this different as a result of joint commissioning*

## **E. PILOT PROCUREMENT**

Could you please give me an overview of the joint procurement process for the pilot?

*Probe: What was your role*

How did this process differ to other procurement processes you have been involved in with MoJ?

*Probe: differences in stakeholders, processes, timescales*

How effective were communications between all the organisations involved in procurement?

*Probe: organisations involved and communications between each*

**What were the main challenges you experienced?**

***Probe: any specific issues around contracting?***

***Probe: any specific legal issues?***

***Probe: any specific issues around data sharing?***

How were these challenges different as a result of the joint commissioning approach?

Were there any issues around sharing or matching of data between departments?

*Probe: if no issues, what went well*

What was the impact of these challenges?

*Prompt: financial, operational, resourcing etc*

*Probe: impacts different as a result of the joint commissioning approach*

**How were these challenges resolved?**

***Probe: key actors, information and resources required***

## **F. PILOT IMPLEMENTATION**

Can you please give me an overview of how the pilot is being delivered on the ground?

*Probe: changes in delivery models since pilot go-live; referrals*

*Probe: investment in services since go-live*

*Probe: if any issues, how would you have done things differently*

**How does delivery differ between Provider A and Provider B?**

***Probe: within CPAs***

***Probe: across CPAs (check if provider delivers Work Programme in a non pilot CPA)***

Are there differences in services for different groups such as those with different needs, men/women?

**What are the main differences between the pilot and standard Work Programme provision?**

What evidence have you seen so far of the impact of financial incentives on delivery?

*Probe: positive and negative impacts*

*Probe: intended and unintended consequences*

**Are there any other impacts that in your view are different as a result of the commissioning process?**

***Probe: how organisations work together, how other suppliers are engaged, the focus on outcomes, the expertise of providers***

Have you seen any impacts on employment outcomes so far?

*Probe: positive and negative impacts*

*Probe: intended and unintended consequences*

Have you seen any impacts on reoffending outcomes so far?

*Probe: positive and negative impacts*

*Probe: intended and unintended consequences*



## **G. LESSONS FOR FUTURE COMMISSIONING**

**What aspects of the joint commissioning process were better than other commissioning cycles you have experienced?**

*Probe: how does it compare to commissioning within one department i.e. not joint*

*Probe: how do these match up with the expected benefits identified above*

**What aspects of the commissioning process were worse than other commissioning cycles you have experienced?**

*Probe: how do these match up with the anticipated risks identified above?*

**What changes, if any, would you make to the joint commissioning process in the future?**

*Prompt: any changes resulting from issues identified above?*

*Prompt: any lessons from comparing to commissioning within one department*

*Probe: lessons on data sharing, procurement, legal issues*

**Do you think we will see more joint commissioning in future? Why? Why not?**

*Probe: more between DWP and MoJ*

*Probe: between other departments*

## **H. OVERALL IMPACT**

**Overall, to what extent do you think joint commissioning is achieving its aims so far?**

*Probe: revisit aims identified above in turn*

*Prompt: (if necessary) two key aims are to deliver outcomes for MoJ and DWP efficiently and effectively*

*Probe: what does 'efficient' look like*

*Probe: what does 'effective' look like*

**Overall, to what extent do you think the key benefits of joint commissioning have materialised so far?**

*Probe: revisit benefits identified above in turn*

**Overall, to what extent have the main risks associated with joint commissioning materialised so far?**

*Probe: revisit risks identified above in turn*

**Overall, what impact do you feel the joint commissioning model will have on the successful delivery of employment outcomes?**

**Overall, what impact do you feel the joint commissioning model will have on the successful reduction reoffending?**

Overall, what impact do you feel the joint commissioning model has had on your organisation?

*Probe: has it created barriers or opportunities*

**Close**

- Ask if they have anything to add.
- Ask if they have any questions.
- Thank them for their time.

## 2. Resettlement services/EBA topic guide

### Interviewer notes

Not all questions will be relevant to all services and need to filter as appropriate  
Section B1 & C1 are for services working in pilot CPAs only

### Introduction

- Introduce yourself and thank interviewee for agreeing to interview.
- Explain that prison leavers who claim Jobseeker's Allowance (JSA) are now referred to the Work Programme immediately on release from custody. Any prison leaver who claims Jobseeker's Allowance within 13 weeks after release will also be mandated to the Work Programme from the point of claim. This is called *Day One Mandation*. Jobcentre and prison staff are working with prisoners prior to release to ensure that they are referred directly to this programme.
- Explain that Department for Work and Pensions (DWP) and Ministry of Justice (MOJ) have commissioned the research to evaluate *Day One Mandation* and the Employment and Reoffending pilot and as part of this we want to interview those who are working with prison leavers to understand their experience of the work programme. Their views and experiences are valuable to this research.
- Explain that ICPR has been commissioned to do these interviews and that ICPR is independent from MOJ and DWP.
- Explain that the interview will last around 30-45 minutes.
- Explain that participation is optional and they can stop the interview or decline to answer specific questions at any time, should they wish.

### Confidentiality and Consent

- Explain that interview findings will be included in a report which will be published on the DWP and MoJ website.
- Explain that the interview *may* be recorded, with their consent, to ensure that we report all views as accurately as possible. Any information they provide will be held in the strictest confidence and will be handled securely throughout the study in line with the requirements of the Data Protection Act (1998) and Departmental data handling and security procedures. The information provided by them will be used only for research purposes and the research findings will not identify them.
- Explain that no information that could identify them will be shared with DWP or MOJ.
- **Ask interviewee to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

## **A. GENERIC RESETTLEMENT**

### **Role of interviewee:**

*Prison resettlement team*

*Job Centre Plus*

*Work Programme Provider*

*Voluntary Community Sector (VCS) Services (specify)*

### **Can you give me an overview of your job at the prison and your role in preparing prisoners for release from custody?**

*Probe: job title & length of time in that post*

*Probe: department/organisation*

*Probe: role and responsibilities*

### **[For EBAs/VCS] Did you receive an induction in the security protocols for working in prisons?**

*Probe: What the induction involved and its usefulness*

*Probe: Knowledge of relevant Prison Service Orders*

### **Can you tell me what support and/or services are available to prisoners to prepare them for their release from custody?**

*Probe: accommodation*

*Probe: health/substance/alcohol misuse*

*Probe: Education/employment and training*

*Probe: financial planning, benefit and debt*

*Probe: children families and support networks*

*Probe: reoffending*

*Probe: Other*

How does your role relate to this support?

### **What are the aims of these different types of resettlement support?**

*Probe: Go through each type of support mentioned and ask how these are expected to support resettlement*

### **How many weeks before release are these types of services/support offered?**

*Probe: timing of all support/services*

*Probe: number of different services/individuals involved in providing resettlement support*

**For the rest of this interview we are going to focus on support provided towards employment and reoffending. How important is this type of support compared to the other areas of resettlement support mentioned previously?**

## **B. DAY ONE MANDATION PROCESSES**

### **What is your understanding of Day One Mandation to the Work Programme?**

*Probe: What it involves and key objectives of Day One*

**How does Day One Mandation fit with other prison resettlement support relating to employment?**

**How does your role in the prison relate to Day One Mandation to the Work Programme?**

*Probe: If not directly involved as an Employment and Benefit Advisor (EBA) or Work Programme Provider (WPP) then what is known about the objectives of the Work Programme*

**When was Day One Mandation to the Work Programme introduced in [name of prison]?**

**What is done (if anything) to make prison leavers aware of the advance JSA claims process and the support available from the Work Programme?**

**Can you describe the processes that are in place in the prison to operate Day One Mandation?**

*Probe: Alerts for prisoner release dates*

*Probe: Notification period before release (length of time ahead of release to arrange benefit claims) recommended 3 to 5 weeks or other*

*Probe: Alerts of those who have failed to make a claim*

*Probe: How prison communicates release date information to Job Centre Plus staff*

*Probe: How appointments with EBAs are arranged*

*Probe: Process for ensuring prisoners attend EBA appointments*

*Probe: How benefit claims are made (e.g. clerically or electronically)*

*Probe: How information about prisoner release is shared between prison providers and Work Programme community providers*

*Probe: Process for appointment setting/handover to WPP (arranged two weeks prior to release or other)*

*Probe: How handover is managed from prison to community (incl appointment setting with community WPP and information about other resettlement needs which may have bearing on employability; meeting at the gates)*

**Can you please describe the arrangements that were in place before the introduction of Day One Mandation?**

*Probe: Clarification of key differences between these and Day One arrangements and extent of changes required*

*Probe: What other through the gate services were involved previously and how does what they offered differ to these current arrangements*

**Are these Day One processes the same for all prisoners?**

*Probe: Any differences and why*

*Probe: Whether processes are different for long/short stay prisoners*

*Probe: Whether processes are different for prisoners with disabilities/communication problems*

**How are those prisoners who have already been on the Work Programme dealt with?**

*Probe: What proportion (estimate) of prisoners that are seen have been on Work Programme before*

*Probe: What proportion of prisoners are already attached to the Work Programme and would not be eligible for Day One*

## **B1. PROCESSES IN PILOT AREAS [For providers in Pilot Areas only]**

### **Are you aware of the reoffending pilots currently running?**

*Probe: understanding of what the pilots are aiming to so; including the testing of effects of financial incentive*

*Probe for knowledge about provider A/B and what they offer*

### **Do you know when these pilots were first introduced?**

### **I'm going to go through once again, the different processes discussed above, and ask whether you are aware of any changes that have been made since [date when pilots were introduced]?**

*Probe: communication with prison leavers about the advance claims for JSA and support offered by the Work Programme*

*Probe: Alerts for prisoner release dates*

*Probe: Notification period before release (length of time ahead of release to arrange benefit claims) recommended 3 to 5 weeks or other*

*Probe: Alerts of those who have failed to make a claim*

*Probe: How prison communicates release date information to Job Centre Plus staff*

*Probe: How appointments with EBAs are arranged*

*Probe: Process for ensuring prisoners attend EBA appointments*

*Probe: How benefit claims are made (e.g. clerically or electronically)*

*Probe: How information about prisoner release is shared between prison providers and Work Programme community providers*

*Probe: Process for appointment setting/handover to WPP (arranged two weeks prior to release or other; meeting at the gates)*

***Probe: Any other changes that were made since the introduction of the pilot, that are not mentioned above***

### **Can you explain how prison leavers are allocated to WPP A/B?**

## **C. EFFECTIVENESS OF PROCESSES**

We want to ask you about your views on how effectively these processes for operating Day One Mandation are working and to note where adaptations or changes may be required.

Alerts for prisoner release dates between prison and JCP

*Probe: working well/change or improvement required*

Time period of advance notice (sufficient time to arrange meetings/benefit claims with EBAs)

*Probe: working well/change or improvement required*

Alerts of those who have failed to make a claim

*Probe: working well/change or improvement required*

Communication of other information about prisoners between prison and Job Centre Plus staff

*Probe: working well/change or improvement required*

Appointments setting for prison leavers with EBAs  
*Probe: working well/change or improvement required*

Process for ensuring prisoners attend EBA appointments in prison  
*Probe: working well/change or improvement required*

How claims are made – through electronic contact centre or clerically  
*Probe: working well/change or improvement required*

How information about prisoner release date and contact details in the community are shared between prison providers and WP community providers  
*Probe: working well/change or improvement required*

How handover is managed from prison to community (including appointment setting with community WPP and information about other resettlement needs which may have bearing on employability; meeting at the gates).  
*Probe: working well/change or improvement required*

**[For Job-Centre Plus staff]** Does the accommodation and facilities provided by the prison meet with all your requirements for delivering Day One Mandation?

*Probe: Phone line, broadband, room to conduct interviews*

*Probe: Whether this was available from start of Day One*

## **C1. EFFECTIVENESS OF PROCESSES IN PILOT AREAS [For providers in Pilot Areas only]**

Now thinking about [any] changes you have identified in SECTION B1 that were introduced alongside the Pilots, we want to ask you about your views on how effectively these processes are working and to note where adaptations or changes may be required.

Alerts for prisoner release dates between prison and JCP  
*Probe: working well/change or improvement required*

Time period of advance notice (sufficient time to arrange meetings/benefit claims with EBAs)  
*Probe: working well/change or improvement required*

Alerts of those who have failed to make a claim  
*Probe: working well/change or improvement required*

Communication of other information about prisoners between prison and Job Centre Plus staff  
*Probe: working well/change or improvement required*

Appointments setting for prison leavers with EBAs  
*Probe: working well/change or improvement required*

Process for ensuring prisoners attend EBA appointments in prison

*Probe: working well/change or improvement required*

How claims are made – through electronic contact centre or clerically

*Probe: working well/change or improvement required*

How information about prisoner release date and contact details in the community are shared between prison providers and WP community providers

*Probe: working well/change or improvement required*

How handover is managed from prison to community (incl appointment setting with community WPP and information about other resettlement needs which may have bearing on employability)

*Probe: working well/change or improvement required*

*Probe: How could such arrangements be improved*

#### **D. INTER-AGENCY WORKING RELATIONSHIPS**

**Can you name the WPPs working in your area?**

**In your view, how well are the different agencies working together to deliver the Day One Mandation to the work programme?**

*Probe: prison resettlement teams and JCP*

*Probe: JCP and WPPs*

*Probe: all with VCS organisations*

*Probe: WPPs working in prison. What are the resources required to support and facilitate providers working in prisons.*

**If applicable, how could these working relationships be improved?**

#### **E. CHALLENGES**

**In your view, overall how well do you think Day One Mandation to the work programme is working?**

**What key challenges remain for its effective operation in prison?**

**In your view, what are the likely effects of this programme?**

*Probe: likelihood for increased employment (including reason for view held)*

*Probe: likelihood for reduced reoffending (Including reason for view held)*

*Probe: other (unintended consequences)*

**Any other comments that you have about Day One Mandation or the Pilot?**



**Close**

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication, the findings, both in the final reports and in earlier drafts, will be anonymised so that no interviewees or providers can be identified.)
- Reiterate parameters of confidentiality policy.
- Thank them for their time.

### 3. Prisoner topic guide

#### Introduction

- Introduce yourself and thank interviewee for agreeing to interview.
- Explain that prison leavers can now set up a claim for Jobseeker's Allowance (JSA) whilst in prison ready for their release and if they do they will have to join the Work Programme from the day of their release – known as *Day One Mandation*. The Work Programme is meant to help prison leavers find employment after prison and we want to look at what support and advice prisoners receive before leaving custody.
- Explain that Department for Work and Pensions (DWP) and Ministry of Justice (MoJ) have commissioned the research to evaluate *Day One Mandation* and as part of this we want to interview prison leavers to understand their experience of the work programme.
- Explain that ICPR has been commissioned to do the interviews with prisoners and that ICPR is independent from MOJ and DWP.
- Explain that the interview will last around 30 minutes.
- Explain that participation is optional and they can stop the interview or decline to answer specific questions at any time, should they wish.

#### Confidentiality and Consent

- Explain that interview findings will be included in a report which will be published on the DWP and MoJ website.
- Explain that their research interview is confidential and we will not tell anyone that they have taken part in an interview nor will we collect any information that could identify them.
- Explain that no information that could identify them will be shared with DWP or MoJ.
- Explain that the researchers are required to report any stated intention to harm themselves or others and any information they give about serious crimes unknown to the police.
- **Ask interviewee to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

## **A. ABOUT INTERVIEWEE**

*In the first part of the interview we want to get some background information about you, your past offending and your education and employment history.*

**How old are you?**

**How would you describe your Ethnicity?**

**What is your relationship status at the moment?**

*Married*

*Cohabiting before custody*

*Single, not in any relationship*

*Other (give details)*

**Do you have any children?**

*If yes, how many children do you have*

*How old are they*

*How many of them, if any, lived in the same house as you before custody*

**What type of accommodation did you live in before coming to prison?**

*Property owned by prisoner (or partner/family member)*

*Private rental (rented by prisoner or partner/family member)*

*Council or other social housing (rented by prisoner or partner/family member)*

*Hostel or other temporary accommodation*

*Temporarily with family or friends*

*Other (specify)*

**How long had you lived there?**

**What accommodation, if any, do you have arranged for your release?**

## **B. CRIMINAL JUSTICE EXPERIENCES**

**Can you tell me about your current sentence?**

*Offence for which you were sentenced*

*Length of current sentence (note: less than 12 months for eligibility for reoffending pilot)*

*Date of start of sentence*

*Release date*

*Probe: is conviction related to gang or gang related youth violence?*

**Can you tell me about any past convictions you have?**

*Number and type of past convictions*

*Age at first conviction*

**If this your first time in prison?**

*If no, how many times in prison*

*Age at first custody*

**Have you ever received a community sentence?**

*If yes, how many*

*Type of community sentences received*

*Date of last community sentence*

*Successful completion or breach of that last community sentence*

**C. EDUCATION & EMPLOYMENT HISTORY**

**How old were you when you left full-time education?**

**Do you have any qualifications?**

*Tertiary*

*GCSEs, A'levels*

*NVQs*

*Add to list*

**Have you participated in any training or other educational or vocational courses since leaving school?**

*Details about training/courses (including those undertaken whilst in prison)*

*Dates when training/courses were undertaken*

*Completion of training/courses*

**Can you tell me about all the paid jobs you have had since leaving full-time education?**

*Total number of different jobs*

*Type of job and length of time in job*

*Reasons for leaving job (redundancy, sacked, criminal convictions, other)*

**What was your main source of income before being sent to prison?**

**a) If receiving benefits**

*Type of benefits they were receiving*

*Length of time on benefits*

**b) If in employment prior to custody, can you tell me about the last job you held prior to entering prison?**

*Type of job*

*Full-time or part-time*

*Length of time in job*

*Likely return to job after custody*

**If receiving benefits prior to custody, can you tell me when you last had paid employment?**

*Type of job*

*Full-time or part-time*

*Length of time in job*

*Reasons for leaving job*

*We now want to ask you about your plans for release and what advice and support you have received in prison for your resettlement in the community*

#### **D. PERCEPTIONS ABOUT THE BARRIERS TO RESETTLEMENT**

**How do you plan to support yourself financially when you leave prison?**

**What plans do you have for getting employment when you leave prison?**

*Any employment arranged for their release*

*Type of job they were looking for*

**How likely do you think it is that you will be able to get a job on your release from prison?**

**What do you think might prevent you from getting a job on your release?**

*Lack of training or education*

*Lack of job history*

*No jobs available*

*Criminal convictions*

*Ill health or substance misuse problems*

*Accommodation issues*

*Other*

**Do you have any training or educational courses arranged for your release?**

*Details of any training or educational courses arranged*

**Are there any training or further education courses you think might help you get a job once you leave prison?**

*If yes, what would help*

*Have they tried to get access to this type of training/course*

*What were outcomes of attempts*

**What kinds of support do you think you will need to prevent you offending again in the future?**

*Probe for the type of support required in the following areas:*

*Accommodation*

*Support of family and friends*

*Employment/legitimate income*

*Help with health or substance misuse problems*

*Other support (specify)*

**Of the support you have mentioned above, can you rate what you think is most to least important to prevent you from reoffending in the future?**

## **E. EXPERIENCES OF SERVICE DELIVERY**

**Can you tell me what advice or support, if any, you have received this time in prison to get employment or training once you are released?**

*From:*

*EBA's*

*Job Centre Plus*

*Prison Resettlement Team*

*Other VCS services*

**Can you tell me what advice or support you have received this time in prison to get your benefits arranged for your release?**

**If applicable, how does this differ from previous arrangements for sorting benefit claims for release from custody?**

**When did you first receive any advice and support (employment/training/benefits)?**

*Establish when this was first provided vis a vis release date*

*Total number and frequency of sessions/meetings completed and arranged*

**What do you understand by Day One Mandation to the Work Programme?**

*When first heard about Day One Mandation and the Work Programme*

*How did they hear (word-of mouth, poster, prison staff, other)*

*Understanding of Day One Mandation to Work Programme and what it involves*

**What support have you received so far in prison in relation to other resettlement issues mentioned previously? [Please describe exactly what that has involved so far]**

*Work Programme Providers*

*Housing providers*

*Prison Resettlement Team*

*Substance misuse services*

*Other VCS services*

**When did you first receive any advice and support re resettlement?**

*Establish when each type was first provided compared to the release date*

*Total number and frequency of sessions/meetings completed and arranged*

**What arrangements have been made so far for your release in relation to other resettlement support?**

**What do you expect to happen when you are released from prison?**

*Knowledge about exact arrangements for release re benefits/employment support*

*Referral to WPP in community*

*Appointment for attendance at WPP*

*Appointment at other service in the community (specify)*

*Being met at the gates*

**How useful have you found the resettlement advice and support you have received so far?**

*Probe: regarding employment/training for release*

*Probe: regarding wider support to prevent reoffending*

*Probe: why/why not useful for each type of support mentioned*

**How useful have you found advice and support you have received so far?**

*Probe: regarding arranging benefits for release*

*Probe: regarding wider support to prevent reoffending*

*Probe: why/why not useful for each type of support mentioned*

**If you have been in prison before, how does this support and advice compare to previous experiences?**

*Probe: of employment/training and benefit services in prison*

*Probe: of other resettlement services in prison including services to help prevent reoffending*

**How is it different (if at all)?**

*Less/more/same support*

*Why less/more useful*

**What further support/advice do you expect to receive once you have been released?**

*From the Work Programme*

*From elsewhere*

## **F. WRAP-UP QUESTIONS**

**Is there any advice or support about employment/training or benefits that you would have liked in preparation for release that you have not received?**

**Is there any advice or support about other aspects of resettlement that you would have liked in preparation for release that you have not yet received?**

**How confident do you feel that the support you have been offered for your release will be a) available as described and b) helpful to prevent reoffending?**

**Is there anything else you would like to say about any of the things we have talked about today or anything important that you think we have missed?**

**Finally, we would like to interview you again once you are released and have received some support from the *Work Programme*, to see how you are getting on and to get your views on the support you have received since leaving prison. Would you be willing to let us contact you again?**

### **Close**

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (report for DWP/MoJ. Both in final reports and in earlier drafts, data will be anonymised so that no interviewees can be identified.)
- Reiterate parameters of confidentiality policy.
- Thank them for their time.

#### 4. Provider strategic staff topic guide

(HEAD OFFICES: primes or managers in end to ends)

##### Interviewer notes

At wave one, the interviews with primes are focusing on the logic model of the intervention to be led with offenders, the theory of change embedded within this logic model and the delivery structure, including how providers developed their model, the evidence used to determine it, approaches to responding to feedback about delivery, and approaches to embed continuous improvement.

The interviews will also consider the mechanisms to achieve change and their rationale, including: the services offered, tailoring; differentiation between offenders and non-offenders; differentiation amongst offenders (nature of offending, length of sentence, operation of MAPPA); whether delivery is by specialists or not; measures of performance and views on the funding model and its effects.

The interview will be confidential and reported anonymously. Ask permission to record. The recording will be used to produce a transcript from the interview which will be used in the analysis for the research. We expect the interview to last around one hour.

- Introduce self and the evaluation
- This interview will focus on (see box above)
- Stress independence of evaluation from DWP/ MoJ
- Explain about confidentiality. Explain about recording and length of discussion.
- Get permission to record.



## **INTERVIEWER INSTRUCTION:**

If you are interviewing a representative of a prime that is operating across two CPAs, please ask them to compare the two CPAs they are operating in for the Day One Mandation and the Employment and Reoffending Pilot. Look out for the prompts in the relevant sections.

## **A. INTRODUCTION**

**Can I confirm that your organisation is a Work Programme prime contractor or lead end-to-end provider for the [insert relevant area]?**

**Do you work in other CPAs as a Work Programme prime or subcontractor?**

*If so, which*

**Can I confirm that your organisation is provider [A/B] in the Employment and Reoffending Pilot?**

**What, if any, other employment related or other relevant service provision do you currently deliver?**

*Probe: Jobcentre Plus support contract and other DWP (e.g. Work Choice, ESF support for families with multiple problems, Mandatory Work Activity, Community Action Programme) and non-DWP funded and source of funding to establish how dependent they are on DWP funding*

**What, if any, other offender-related services do you currently deliver?**

**Can you tell me briefly what your role is in relation to the (a) Work Programme, (b) Employment & Reoffending pilot?**

## **B. SUPPLY CHAIN DEVELOPMENT AND MANAGEMENT**

**How is the supply chain set-up in this area?**

*Probe:*

*Geographic coverage and/or specialist support services in Tier 1*

*Planned/actual use of Tier 2s and 3s*

*Planned/actual use of providers outside the supply chain*

*Reasons for choosing the sub-contractors e.g. specialism/expertise, finances, delivery of outcomes*

*How this differs to supply chains they are involved in, in other CPAs*

*Subs keep the customer for duration or do they return*

**Has your supply chain changed under the Employment and Reoffending pilot? If yes, how?**

*Probe:*

*Use of offender specific organisations*

*Tier of offender-specific organisations*

*Change in use of other sub-contractors non-offender specific i.e. housing services, mental health providers*

*Extent to which these are VCS organisations.*

**If changed supply chain, was it as a result of the additional financial incentive?**

**If yes, why?**

*Probe:*

*Prioritisation of support for offenders compared to non-offenders*

*Prioritisation of reoffending over employment outcomes (or vice versa)*

*Increased ability to innovate.*

*Opportunity to try new models/approaches*

**If no, why changed?**

**(If not already covered) Do you think that specialist offender providers are important to support offenders into work? Why? Why not?**

*Probe:*

*What specialists do that others don't – prompt: spot signs of reoffending, work with employers, understand restrictions on permitted work*

*If don't use specialists – on what grounds? Use specialists for other groups*

**What processes, if any, are in place to facilitate the identification and sharing of good practice on supporting offenders within your supply chain?**

*Probe:*

*Details of processes, views on effectiveness.*

*Driven by prime or by subs*

*Focus on specific payment groups*

*Change since creation of PG9*

*Change since pilot*

*Compare to other CPAs they work in.*

**Do you share best practice on supporting offenders with other providers outside your supply chain (e.g. in other CPAs)?**

*Details of processes, views on effectiveness.*

*Driven by prime or by subs*

*Focus on specific payment groups*

*Change since creation of PG9*

*Change since pilot*

*Compare to other CPAs they work in.*

**How do you monitor the progress made by your own organisation and the subcontractors in your supply chain?**

*Probe:*

*Data systems used, coverage of data*

*What interim and final outcomes are monitored*

*How does this compare with the monitoring of other participants*  
*How does the progress made with offenders compare with other payment groups*  
*Use performance data*  
*Different data for different customer groups*  
*Any additional data required to support this e.g. from MoJ on offending outcomes*  
*Change since creation of PG9 or pilot*  
*Compare to other CPAs they work in*

**Have any activities been put in place within the supply chain to develop capacity/capabilities to support offenders?**

*Probe:*

*Details of these and views on effectiveness*  
*Who designed/delivered these activities*  
*What evidence has been drawn on to design these activities*  
*What outcomes are you expecting from these activities*  
*How will the activities deliver these outcomes*

**Have there been any activities to develop capacity/capabilities to support particular types of offenders (e.g. by length of sentence, type of crime, MAPPA conditions, gender)?**

*Probe:*

*Details of these and views on effectiveness.*  
*What evidence has been drawn on to design these activities?*  
*Who designed/delivered these activities?*

**C. FINANCES**

**On what basis are subcontractors in your supply chain paid?**

*Probe:*

*Passed down outcome-based payment model - in full/in part*  
*Management fees - of what percentage/which payments e.g. attachment, outcome*  
*Variation by tier/type of organisation*  
*Change since PG9*  
*Change since pilot*  
*Different in other CPAs*

**What are the financial incentives and disincentives to refer customers on to other organisations in the supply chain?**

**How far do Work Programme payments for attachments and outcomes compensate for the costs and risk of support (a) in general (b) for offenders?**

*Probe:*

*Particular types of support that are more costly*  
*Particular groups (of offenders) more costly*

**How does the use of an attachment fee fit with an outcome-payment model?**

*How do you use this attachment fee*

*What are your views on this attachment fee (probe benefits, drawbacks and any changes they would like to see made to it)*

**Have you delivered any other payment-by-results programmes?**

*How does this compare*

*Advantages*

*Disadvantages*

**How effective do you feel the Work Programme Payment by Results model and potential for market share shift is?**

*Probe:*

*Views on any impacts on delivery*

*Views on ability to innovate*

*If finding finances tight, didn't they expect this in advance / what has changed*

**D. DELIVERY MODEL**

Instructions to interviewer: In these strategic interviews it is important to gather information about the planned model of operation at headline level, with a focus on differences for offenders when compared with other payment groups. Interviews with delivery staff focus on delivery far greater depth.

**ASK IF HAVE ANY DOCUMENTS/SLIDES SETTING OUT DELIVERY MODEL THAT THEY CAN SHARE?**

**Can you tell me a little about how you planned your delivery model for the Work Programme?**

*Probe:*

*Are you aware of programme design tools such as Logic Models and Theories of Change  
If yes – did you use them in planning delivery of the Work Programme*

*How did you use them*

*What evidence was used to inform your delivery model*

*Did you review the model when the new payment group 9 was introduced*

*Did you develop a new model for the Employment & Reoffending pilot*

*[If Provider B] Have you used a different model since bidding for the pilot (even though didn't win)*

**Can you tell me how offenders' needs differ from those of other Work Programme customers?**

*Probe:*

*Types of offences*

*Work histories*

*Broader barriers to work/challenges*

**Can you tell me how needs of short-sentence prisoners (i.e. pilot customers) differ from those of other offenders?**

*Probe:*

*Types of offences*

*Work histories*

*Broader barriers to work/challenges*

**When supporting offenders to find work, what is your primary goal/ objective?**

*Probe:*

*Reducing barriers to employment*

*Addressing other pathways to reoffending*

*Increasing employability of individuals*

*Reducing reoffending*

*Achieving sustainable employment*

*Particular goals related to length of sentence or type of crime*

*Differences to other customer groups*

*Changed since start of PG9*

*Changed since pilot*

**What would you say are the core principles that your model is based on?**

*Probe:*

*What are the stages of support*

*What is the change to be effected*

*What are the stages necessary to achieve this change*

*What resources and inputs are needed at any stage*

*What outputs should be observed from each stage*

*What are the interdependencies between the stages*

*At what stage in the process does finding work feature i.e. as the ultimate outcome or as a stage in the process of reducing reoffending*

*What does delivery comprise at each stage*

*What is different about this to support for other non-offender customers*

*How, if at all, does the process at each stage vary for different types offenders (e.g. nature of offence, length of sentence, MAPPA conditions, gender)*

*What is different about support for pilot customers to non-pilot customers*

*Is this different to the model in other CPAs you work in - how*

*How is the delivery model affected by external factors such as local/national economy, local services, other organisations working with this group*

**How has the additional financial incentive from the Employment and Reoffending pilot for reducing reoffending affected your delivery model?**

*Prioritisation of support for offenders compared to non-offenders – and why*

*Prioritisation of employment over reoffending outcomes (or vice versa)*

**What are the elements of your model that will contribute most towards your aim(s) for offenders? How will these elements bring about your primary goals?**

**Are there any particular conditions or circumstances that you would say are necessary or helpful for the model to work in practice?**

*Probe:*

*What differences do these conditions and circumstances make to interim and final outcomes among offenders*

*What challenges presented when these conditions or circumstances are not present*

*Which of these is necessary as opposed to helpful – why*

**Are there any particular groups or circumstances, where you might expect the programme to have higher or lower success? Who for/ in what circumstances? Why is that?**

**What is innovative about your delivery model?**

## **E. DELIVERY IN PRACTICE**

Instructions to interviewer: In these strategic interviews it is important to gather brief information, with a focus on differences for offenders compared with other payment groups and differences for pilot customers (i.e. short-sentence prisoners) compared to other non-pilot customers. Interviews with delivery staff focus on delivery far greater depth.

### **NB. COLLECT ANY FIGURES THEY HAVE ON REFERRALS AND ATTACHMENTS**

**Can you describe how offenders are referred and attached to the Work Programme?**

*Probe:*

*How contact with individual is established e.g. by phone/letter etc, before release, at prison gates*

*Any warm handover*

*Is there any work done behind the gates - if no, why not*

*Differences between public and private prisons*

*Any assessment at this point – nature of assessment (risk assessment)*

*Initial meetings/inductions – content/nature/approach*

*Suitability of referrals [especially provider A] – what are the implications of that*

*Issues with attachments – what are the implications of that*

*Anything different since PG9 i.e. different for offenders*

*Anything different since pilot i.e. for short sentence prisoners*

**How adequate is the information you receive about offenders from JCP?**

*Probe:*

*Data on risk levels*

*Impacts of lack of data*

*Additional data would like to receive*

**How do you assess offenders' needs?**

*What data is being shared to facilitate assessment*

*Extent of personalisation*

*Breadth of needs considered i.e. employability, mental health, drugs and alcohol, accommodation issues.*

*Action planning process e.g. computer-facilitated or person-led/negotiated. Extent of personalisation*

*Any 'customer segmentation' of participants (e.g. RAG) and consequent action plans*

*Anything different since PG9 i.e. different for offenders*

*Anything different since pilot i.e. for short sentence prisoners*

### **What support to you provide to offenders to help them find work?**

*Process to assign an adviser e.g. specialist or generalist adviser*

*Regularity of meetings and any 'customer segmentation' in frequency*

*Planned duration of meetings and any 'customer segmentation' in duration*

*Referral to support and/or specialist – processes, any 'customer segmentation'*

*Referral to training and work experience – processes, any 'customer segmentation'*

*Referral to wider support – accommodation, legal, drug & alcohol, mental health - processes, any 'customer segmentation' – which customers and when*

*Use of mandation – what is made mandatory, why*

*Any different support to other groups – e.g. disclosure of offences, self-employment*

*Anything different for pilot i.e. for short sentence prisoners*

### **What support to you provide to offenders once they are in work?**

*Nature/composition of this – phone contact, in person contact*

*Frequency*

*How it changes over period of Work Programme*

*Interaction with specialists/other agencies*

*Any work done with employers*

*Approaches to dealing with 'break-down' of the job placements*

*Any different to other groups – e.g. reluctance to engage as employer doesn't know offending history*

*Anything different for pilot i.e. for short sentence prisoners - e.g. more likely to be chaotic and not stay in work*

### **What happens when an offender exits from the Work Programme**

*Planned approach to the cessation of Work Programme support*

*Handover processes (if any)*

*What if they leave Work Programme but don't enter employment*

*What if go back in prison*

## **F. PROGRESS – CURRENT ENGAGEMENTS AND OUTCOMES**

Interviewer note: Please ask to compare across CPAs if relevant prime.

**How far has delivery been as you anticipated in terms of the number of offenders supported and achieving outcomes?**

*Probe:*

*Current referrals of offenders to your supply chain against the planned profile at this point// differences between public/ private prison referrals*

*Current attachments among offenders against the planned profile at this point*

*Rate of conversion of referrals to attachments against the planned profile at this point*

*What actions have been taken if attachment rates below expectation*

*Progression of offenders against the planned profile at this point*

*Future projections of attachments and outcomes against planned profile*

*What promotes/inhibits engagements and outcomes among offenders*

*How does this vary by different types of offender (nature of offence, length of sentence, MAPPA conditions)*

*What data would be useful for you to measure progress*

**What impact, if any, do current attachment and outcome numbers have on the financial model associated with the offender payment group?**

*Probe:*

*Changes in the costs of delivery*

*Whether costs are passed down the supply chain*

*Changes in value for money deriving from the contract for the Department, for the prime and its supply chain*

*Any lasting effects of changes/any reconsideration of the financial model*

*Referrals to the Employment and Reoffending pilot*

## **G. WRAP-UP QUESTIONS**

**What are your views on delivery of support to offenders through the Work Programme, positive and negative?**

*Probe:*

*What is working well*

*Where and why are improvements required*

**What do you see as the likely outcomes from delivery in respect of:**

**Offenders:** *what rates of, and destinations and retention do you expect to result from the Work Programme generally and specifically your model*

**Prime and sub-contractors:** *organisational development, capacity/capability for similar future work*

**Is there anything else you would like to add in respect of the commissioning or the delivery of support to offenders as part of the Work Programme?**

**Is there anything else you would like to add in respect to the implementation or impact of the Employment and Reoffending pilot?**

**Close**



**5. Provider operational staff topic guide**  
**(LOCAL OFFICES: Delivery in end-to-ends and specialist/spots)**

**Interviewer notes**

At wave one, interviews with delivery staff will focus on elaborating the Day One participants' journey in significant detail and factors affecting success and will cover: the transition from prisons; maintaining contact in differing circumstances; assessment and action planning; barriers faced by offenders and the nature of support they require, the type of support offered and why (including the role of PBR): how claimants respond to the different types of provision and support and what is successful and why; how they are working with other organisations (data sharing), including how referrals are made to specialist providers; how support interacts with other support provided by probation, NOMS, particular issues in respect to certain types of offender (eg length of sentence, nature of offence, MAPPA conditions).

The interview will be confidential and reported anonymously. Ask permission to record. The recording will be used to produce a transcript from the interview which will be used in the analysis for the research. We expect the interview to last around 60 minutes.

This topic guide covers a very wide range of issues and it is unlikely that all of them can be covered in any one interview. Please use the guide flexibly between interviews, aiming to cover all topics as a result of interviews collectively and not individually.

- Introduce self and the evaluation
- This interview will focus on (see box above)
- Stress independence of evaluation from DWP/ MoJ
- Explain about confidentiality. Explain about recording and length of discussion.
- Get permission to record.

**A. INTRODUCTION**

**Please complete this table as much as possible either up-front or after the interview.**

Sector - Public, private or voluntary	
Size – number of employees	
Specialist or generalist – if specialist, which group(s)	
Percentage of organisation's funding from	

Work Programme	
Percentage of organisation's funding from DWP contracts	
Work Programme subcontract in other CPAs – yes/no	
Work Programme prime contract in other CPAs – yes/no	

**Can you give me an overview of your role is in relation to the (a) Work Programme, (b) Employment & Reoffending pilot?**

*Probe:*

*Delivering support to both PG9 offenders (sentences over 12 months) and pilot group offenders (sentences under 12 months) or just one or other*

*Delivering the Work Programme to other non-offender groups - if so, which*

**Do you provide support for all types of customers or do you specialise in some groups – and which (e.g. claimant group, personal/employment characteristics offender type/characteristics)?**

**Have you received any training or development in respect of delivering the Work Programme and specifically support to offenders?**

*Probe: nature and effectiveness of training*

## **B. SUPPLY CHAIN**

Interviewer note: These questions would best be targeted at managers within providers.

**You are a subcontractor to [prime name], do you know what ‘tier’ of subcontractor you are?**

*Probe: If don't know establish referral route from prime*

**Do you work in other CPAs as a Work Programme prime or subcontractor? If so, which?**

**On what basis are you paid for the Work Programme services you provide?**

*Probe:*

*Attachment fee and sustained job outcomes; combination of service fees and outcome payments; service fees only*

*Have your payment terms changed since programme go-live e.g. with PG9, with pilot If so, how and why*

*Are you happy with your terms and conditions (capture specifics and impact)*

**Do you receive a different payment for supporting participants in different Work Programme payment groups?**

*If yes, does this influence what support you provide to participants in different payment groups - in what way*

**How far do Work Programme payments for attachments and outcomes compensate for the costs and risk of support (a) in general (b) for offenders?**

*Probe:*

*Particular types of support that are more costly*

*Particular groups (of offenders) more costly*

**What difference has the additional incentive for reducing reoffending made to the costs and risk of support for under-12 month offenders?**

**How do you finance your delivery of the Work Programme?**

*Probe:*

*Service fees from prime, attachment fees, reserves, cross subsidy from other funding streams, loans*

*If through service fees or attachment fees, are these fees planned to reduce in the future*

*If so, what is your plan to make up the shortfall*

*If through loans, where have you raised this finance? Any difficulties doing so*

*If from cross subsidy, what is the impact of this on your delivery of those contracts/programmes*

**Have you made any new investment to assist you in the delivery of the Work Programme?**

*Probe: IT systems, staff development, specialist staff, premises, etc*

**How aware would you say are you of the Work Programme model with its Payment by Results model and potential for market share shift?**

*Probe for their views of effectiveness and any impacts on delivery*

**Have you delivered any other payment-by-results programmes?**

*How does this compare*

*Advantages*

*Disadvantages*

**C. REFERRAL AND ATTACHMENT OF OFFENDERS**

Interviewer note: These questions would best be targeted at managers within providers

**Can you describe how offenders are referred and attached to the Work Programme?**

*How contact with individual is established e.g. by phone/letter etc, before release, at prison gates*

*Any warm handover*

*Is there any work done behind the gates - if no, why not*  
*Differences between public and private prisons*  
*Any assessment at this point – nature of assessment (risk assessment)*  
*Initial meetings/inductions – content/nature/approach*  
*Suitability of referrals [especially provider A] – what are the implications of that*  
*Issues with attachments – what are the implications of that*  
*Anything different since PG9 i.e. different for offenders*  
*Anything different since pilot i.e. for short sentence prisoners*

**How adequate is the information you receive about offenders from JCP?**

*Probe:*

*Data on risk levels*  
*Impacts of lack of data*  
*Additional data would like to receive*

**What, if anything, is the gap between referral and attachment of offenders?**

*Probe:*

*What are the reasons for this gap*  
*How does this compare with other payment groups?*  
*Does this vary for different types of offender (nature of offence, length of sentence, MAPPA conditions, gender)*  
*Does this vary by type of prison (public/ private) that offenders come from*

**Is there any scope for non-randomised allocation?**

**How is contact managed with those offenders who live outside the CPA of the prison?  
How is it managed for those living in the CPA?**

**How is contact (meant to be) managed with offenders in differing circumstances e.g. moving on and off the programme and/or in and out of the prison?**

**D. DECISION ON PROVISION FOR NEW PARTICIPANTS**

Interviewer note: Throughout this section, researchers should prompt for how and why treatment varies between offenders and other participant groups, and for different groups of offender by nature of offence and sentence length.

**What are the barriers experienced by offenders? How do these barriers differ from other payment groups? How do these barriers vary between different types of offender?**

*Probe:*

*Differences between long and short-term sentences, housing, drugs, health, employability, confidence, disclosure of criminal record, the effect of having a conviction etc*

**Are you involved in deciding what support new participants receive?**

*IF NO GO TO Q26*

**How do you decide what support a participant should receive? Identify the extent to which this is tailored to assessed needs or determined by certain characteristics (e.g. do all ex-offenders get a set package?).**

*Probe role of the following:*

*participant's choice*

*participant's aspirations*

*participant's needs*

*costs of provision*

*participant's likely compliance*

*judgment of likely outcomes*

*Do anything differently for offenders*

*Do anything differently for pilot customers*

**If they conduct assessments of needs, what assessments are carried out?**

*By whom: respondent, specialist assessor, other*

*What is assessed – eg soft skills as well as vocational skills, broader support needs (eg mental health, homelessness, addictions)*

*How assessment is conducted, including tools (e.g. IT) used,*

*Any Distance Travelled type tools*

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

**Is referral information used in the decision?**

*What information do you use*

*Why don't you use referral information*

*Any problems*

**ASK ALL**

**How well do you feel the process of deciding provision meets the needs of (a) your participants (b) offenders?**

*Which groups does it best and worst serve*

*How well does the process meet the needs of offenders*

*What are the problems*

*What constraints are there on improvement*

**Are you involved in drawing up action plans for offenders?**

*IF NO GO TO Q23*

**How do you draw these action plans up?**

*Offender involvement in devising the action plan*

*Involvement of other agencies (NOMS) in action plans*

*To what extent can you tailor provision to individual needs*

*Do anything differently for offenders*  
*Do anything differently for pilot customers*

**How do you use action plans?**

*including sharing with other organisations such as NOMS*

*Are action plans revised periodically - when/why?*

*[Do anything differently for offenders*

*Do anything differently for pilot customers*

**E. OUT-OF-WORK SUPPORT**

**Once provision has been decided, what is your role?**

*For each stage of support/customer journey (including when with sub-contractors, pre-employment, in-work) identify:*

- *purpose of contact*
- *typical amount and frequency of contact*
- *any variation in support over time (eg frequency of 1-2-1s, telephone contact etc)*
- *what triggers these variations*

*How, if at all, these vary between offenders and other payment groups/ types of personal barriers (eg addictions, homelessness, mental health issues)*

*How these vary for different groups of offenders (nature of offence, length of sentence, MAPPA conditions, other characteristics, gender) and why*

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

**What is the minimum service offer you are required to deliver?**

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

**How much freedom do you have to decide what to deliver to whom?**

*Does this vary between offenders and other payment groups – if yes why, how*

*Does this vary by personal characteristics including skills and qualifications; other factors*

*How suitable is self-employment as a route for offenders compared to other payment groups*

*What support do you provide*

*Interaction with requirements of other agencies involved in offenders' cases eg NOMS*

*How much choice/influence can offenders have over their programmes*

*Does this vary between offenders and other participants*

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

**Do you prioritise particular types of offender for support? Do you prioritise offenders over other types of participant?**

*Which types - why*

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

**Once assigned to you, are all offenders expected to stay with you throughout their time on the Work Programme?**

**IF YES**, has this happened in practice

**IF NOT**, when and why would they change

Any variation for offenders compared to other payment groups

Any variation for different types of offenders (nature of offence, length of sentence)

Feedback on providing support configured in this way including benefits and problems

Has this changed under the Employment and Reoffending Pilot - if yes, how

**Is any provision typically sub-contracted? Does this vary at all in respect of offenders or particular types of offender?**

When, what for, why

What is the handover process (out and on return)

What if any data is shared between your organisation and the sub-contractor

How well does sub-contracting work - any problems

[Has this changed under the Employment and Reoffending Pilot - if yes, how

What are the financial (dis)incentives to referring customers to subcontractors compared to supporting them yourselves

**Other than these sub-contractors, do you refer your participants on to other organisations?**

When, what for, why

What the process for this, including handover process

What if any data is shared between your organisation and these organisations

How well does the handover process work

Has this changed under the Employment and Reoffending Pilot - if yes, how

**How well do you feel your support meets the needs of WP participants generally? How well does it meet the needs of different types of offender?**

Which types of your offender does it best and worst serve - why

Has this changed under the Employment and Reoffending Pilot - if yes, how

What changes would help you meet all types of offenders' needs equally

**How does the programme interact with other support for offenders eg probation services, NOMS etc**

Are there any challenges in establishing interaction with these other forms of support for offenders

Data sharing and any barriers to sharing information

Managing the risk of harm by offenders

[Pilot areas only] Has this changed under the Employment and Reoffending Pilot - if yes, how

## **F. WORK WITH EMPLOYERS**

**Do you work with any employers to deliver opportunities for Work Programme participants and specifically for the offender payment group?**

Probe:

*Details of work with employers for offenders – nature and scope, placement/brokerage of employment opportunities, preparation work with employers etc*

**[Pilot areas only] Has this changed under the Employment and Reoffending Pilot?  
If yes, how?**

## **G. IN-WORK SUPPORT**

**What support to you provide to offenders once they are in work?**

*Nature/composition of this – phone contact, in person contact*

*Frequency*

*How it changes over period of Work Programme*

*Interaction with specialists/other agencies*

*Any work done with employers*

*Approaches to dealing with 'break-down' of the job placements*

*Any different to other groups – e.g. reluctance to engage as employer doesn't know offending history*

*Anything different for pilot i.e. for short sentence prisoners - e.g. more likely to be chaotic and not stay in work*

## **H. SANCTIONING**

**If an offender in the programme is not meeting participation requirements, what do you do?**

*Probe:*

*Processes*

*Factors affecting how you handle it*

*Are there discussions with JCP*

*Does this affect whether individual is referred*

*How well does this work*

*Can you get them to meet requirements*

*Does this process vary with what you do with other participants*

*Or for different types of offender*

## **IF NOT COVERED**

**Do you initiate the process which might result in referral to sanctions?**

*What affects whether you decide to do this*

**Do you believe that sanctioning and the threat of sanctioning within the Work Programme is effective with offenders?**

*Why/why not*

*Effect on offenders' compliance, behaviour/attitude and differences between certain groups and other characteristics*



**What are the issues for you when an offender you refer for a possible sanction is not sanctioned by Jobcentre Plus (i.e. the offender gets a favourable decision)? Does this vary at all with other types of participants or between different types of offender?**

## **I. FEEDBACK ON DELIVERY WITH OFFENDERS**

**How are offenders responding to the programme? What is working well and less well? Why?**

*Probe:*

*What provision and support is successful and why*

*Any variance between offenders and other participants*

*Any variance between different types of offenders/ prisoners from public/ private prisons*

*[Pilot areas only] Has this changed under the Employment and Reoffending Pilot - if yes, how*

**How do you provide feedback to the Prime provider about how delivery with offenders is working and whether and how delivery processes could be improved?**

*Has this changed under the Employment and Reoffending Pilot - if yes, how*

## **J. WRAP-UP SECTION**

**What do you see as the likely outcomes from delivery in respect of:**

**Offenders** *probe: what rates of, and destinations and retention do you expect to result from the Work Programme generally and specifically your model*

**Prime and sub-contractors** *probe: organisational development, capacity/capability for similar future work*

**Is there anything else you would like to add in respect of the commissioning or the delivery of support to offenders as part of the Work Programme?**

**Is there anything else you would like to add in respect to the implementation or impact of the Employment and Reoffending pilot?**

**Close**