



Community Chaplaincy Association

Discussion Paper for Peer Group – 14th May 2015

- finding our place in changing structures

Introduction

It feels like a 'make or break' time for Community Chaplaincy. More than ever, we need to be able to explain to our stakeholders what our unique contribution is, what role we play within the new core services that are being set up, and what added value we provide beyond this.

Certain gaps within the sector have been filled by the Transforming Rehabilitation reforms (esp. supervision for short-term offenders) and we need to recognise this and adapt accordingly. However, the inevitable consequence of providing a system that reaches tens of thousands more people a year within the context of reduced funding is that the depth of this support will be curtailed. We are indeed seeing some trends towards a more mechanistic system in character – with targeted time-limited interventions trying to address immediate needs but with less scope for meeting individualised needs and exploring underlying issues. If systems do not meet individuals' personal needs in a holistic and relational manner, then underlying reasons for resorting to crime will not be addressed. There is an alarming prospect of an increase in re-offending if these opportunities for rehabilitative support are reduced.

We need to map out the way forward for Community Chaplaincy services and articulate how we can continue to play a key role in supporting people to make a fresh start away from crime. Part of this future role will be within the new structures that are being set up, but Community Chaplaincy cannot deliver its results purely within these narrow confines. Our success depends upon keeping the people we are supporting at the centre of all that we do throughout the process. This will involve significant work being delivered outside of the new structures as well as within them.

We need to demonstrate to Grant Making Trusts why there continues to be a role for Community Chaplaincy above and beyond the services provided by the Community Rehabilitation Companies (CRCs). Equally we need to demonstrate to the CRCs that we add value to the core services they plan. We seek to gain as much income through contracts as we can to make the charitable funding go further and start to

position Community Chaplaincy mentoring as a key contributor to results needed for a CRC's Payment by Results target.

This document is a starting point for us to begin to think about how Community Chaplaincy can move into the new supply chains whilst still being able to clearly evidence the case for funding from Grant Making Trusts to provide added value leading to more lasting change.

We are seeing two distinct but interconnecting elements of Community Chaplaincy services developing:

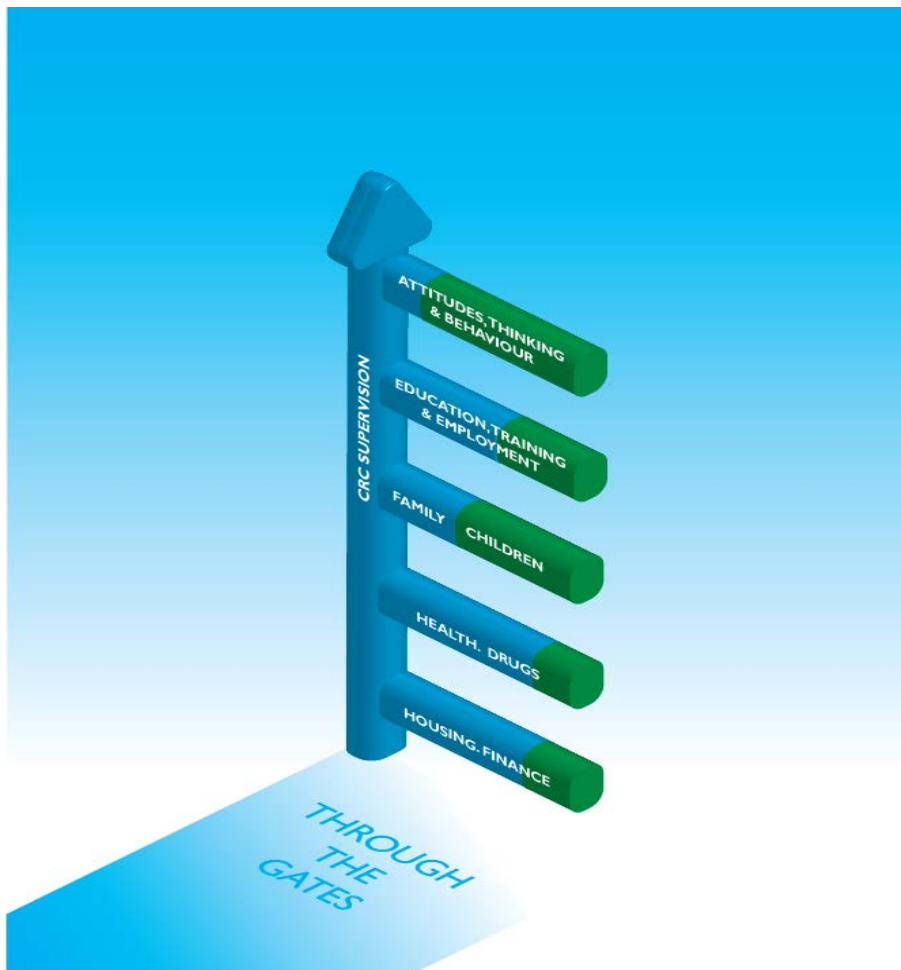
- 1) Core Services - within CRCs and other commissioned services – mentoring to meet short-term objectives within time limits
- 2) Added Value Services - providing holistic and relational support throughout the process of community reintegration for as long as is needed

1. Core Services

Each CRC will bring on-board a number of agencies to provide specific services as part of new 'supply chains of delivery'. In Prison, training courses and advice sessions will help set things in place and prepare for release. On release – immediate housing, finance, health and employment needs all need to be met. Any mentoring that is offered within these structures seems to be severely time-limited with examples of as little as 2 weeks post release support being put forward by some new commissioners.

Most CRCs have demonstrated a desire to work with a few larger providers to deliver these services and operating models are tending to be quite narrow and uniform as to how these are delivered. However, Community Chaplaincy's track record and local resources make it a desirable Tier 3 partner in these supply chains and CRCs are likely to want to retain some specific Community Chaplaincy services in their delivery model.

The diagram on the next page shows these Core Services for different areas of intervention as rungs on a ladder under the supervision of a CRC Case Manager. Community Chaplaincy will deliver contracts for targeted mentoring in these different areas alongside other providers, but will be bound to the often extremely narrow restrictions of these contracts. Whilst the importance of this work should not be diminished, it does not go nearly far enough in providing the holistic, person centred support that we recognise is so important for enabling desistance from crime.



2. Added Value Services

Meeting immediate needs are an important first step and provide for much of the “primary desistance” in delivering physical conditions that are likely to reduce reoffending in the short-term. However, this will not necessarily lead to more permanent desistance from crime. There is a real danger of restrictively narrow contracts commodifying services and failing to address the underlying individual needs that must be worked on to achieve real and lasting change for each individual.

This is where Community Chaplaincy can step in to provide the much needed relational support which can encourage and motivate the individual through the process. The diagram on the following page shows Community Chaplaincy’s role in reinforcing CRC interventions. As the second side rail to the ladder, Community Chaplaincy, working in partnership with the CRC Case Manager, maintains a presence alongside the individual – contributing to progress on the various rungs of the ladder, but also supporting the wider process by giving the time and space to tackle underlying issues and enable belief in a more positive future away from crime.



Operating alongside core services and reinforcing their actions at each stage, the Mentor provides the ex-offender with a fresh perspective, helping him/her look at the underlying issues that lead to crime and developing their own intrinsic motivation for change in addition to the extrinsic ones provided by the system. Community Chaplaincy can also fill in some gaps in provision that are starting to emerge eg. limited role of CRCs in family interventions.

Community Chaplaincy approach supported by Academic Research

The Community Chaplaincy approach is backed up by Desistance research which evidences the effectiveness of three core elements of its delivery model:

1. Community Chaplaincy provides a person-centred, flexible and holistic approach:

Supporting research: *“Since desistance is an inherently individualised and subjective process, approaches ... must accommodate and exploit issues of identity and diversity. One-size-fits-all interventions will not work”* (Weaver and McNeill, 2010).

2. Community Chaplaincy offers alternative views of how the future could look:
Supporting research: <i>“The development and maintenance not just of motivation but also of hope become key tasks for criminal justice practitioners” (Farrall and Calverley, 2006).</i>
3. Community Chaplaincy develops trusting relationships that encourage and facilitate the change process
Supporting Research: <i>“Desistance can only be understood within the context of human relationships; not just relationships between workers and offenders (though these are important) but also between offenders and those who matter to them” (Burnett and McNeill, 2005; McNeill, 2006)</i>

By having this wider reach and continuity throughout the process, Community Chaplaincy is able to make especially significant impact on individuals’ attitudes, thought-processes and behaviour – areas in which we are piloting new bespoke measurement tools to evidence. In the previous diagram, the Community Chaplaincy side-rail also goes on further than the CRC one, indicating that where necessary, Community Chaplaincy support can stretch beyond a time when the CRC retains involvement – tailoring the support to the individual’s needs rather than to narrow contracting requirements.

Sustainability for the Community Chaplaincy approach

The rungs on the ladder in the diagrams above represent interventions that should be largely financed by CRCs and other commissioners as new supply chains become established over the next year or so. Community Chaplaincy should look to feature as a provider to support these services to retain its joint working with other agencies involved in the process and utilise its local expertise and knowledge. However, there is increasing recognition that CRC services will be stretched thinly and these interventions will be limited in scope.

To achieve lasting change and enable positive new futures, Community Chaplaincy must retain its commitment to strengthening the rungs of the ladder, and also to provide support alongside the whole process. This ongoing value added support is unlikely to be funded by the CRCs within the next few years as they will be focussing on completing the probation transfer and managing immediate risks of much larger case-loads. We therefore believe That Grant Making Trusts remain an important source of support for this provision for at least the next 3 years.

Once transfer of probation is complete and the Payment by Results driver starts to motivate CRCs to look more closely at what works, Community Chaplaincy will be in a good position to evidence the impact it makes and may achieve increased levels of buy-in from Tier 1 organisations. However, to get to this position will require the support from Grant Making Trusts now to demonstrate how Community Chaplaincy can work alongside other supply chain providers and prove its worth in the new systems that are developing.