**Devolving Probation Services: An ethnographic study of the implementation of the Transforming Rehabilitation Agenda (ESRC Ref ES/M000028/1)**

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**Interview Schedules, Participant Information Sheet and Consent Form**

Within this document you will find the following research tools/materials

In order;

* First Sweep Interview Schedule
* Second Sweep Schedule
* Third Sweep Schedule
* Fourth Sweep Schedule
* Final Round of Manager Interviews
* Sample Participant Information Sheet
* Sample Consent Form

First Sweep interview schedule

**The interviewee**

1. Role. Tell me about your role in the organisation.

**Looking back – the last few months**

1. Could you tell me, in your own words, what’s been happening in the last few months?
2. In that time have there been any moments or events that have stood out for you? (as particularly important; memorable) Tell me about those.
3. How have the last few months felt for you? For your colleagues?
4. What can you tell me about communication/how news about change has been communicated to you?
5. Have you been responsible for communicating news about change to others in the organisation? How have you done that? What has that been like?
6. Have you had a chance to express your views? About what? Do you feel you’ve been heard?
7. Looking back, do you think things could have been managed better? What? How?

**Looking ahead – moving into the CRC**

1. How do you feel about moving into the CRC?
2. What do you expect will be different? (probe: the environment; colleagues/team/management; resources; the work/practice)
3. What do you expect will stay the same? (probes as above)
4. What would you like to be different?
5. What would you like to stay the same?
6. Imagine for a moment that you have a magic wand, and you can make three wishes for the CRC. What would they be? And three wishes for your own role in the future?
7. Where do you see yourself in 2 years’ time? Where would you like to be?

Second Sweep Interview schedule

**The Interviewee**

1. What is your role in the organisation and has that changed

**Emergent theme – an evolving CRC**

1. What 3 words, for you, best capture the character of the CRC in its current form
2. What has been, for you, the greatest sense of gain since 1st June
3. What has been the greatest sense of loss
4. Does working within a CRC 'feel' different to working within a Probation Trust...where possible cite specific examples

**Emergent Theme – Relationships**

1. How do you feel relationships are *playing out* with established/existing criminal justice partners...are your experiences of dealing with NPS staff, the police, and sentencers different
2. Has/is the CRC developing links to new/different partners as was envisaged

**Emergent Theme - Working Practice**

1. Do you think the influence of ‘the Centre’ has increased, decreased or remained the same since 1st June?

1. Are the priorities driving the organisation new or different in anyway?
2. To what extent do you feel the CRC is being, and has been able to be, innovative...where possible cite specific examples of innovative practice and/or identify blockages
3. Do you think service users will have noticed any different in their experience on probation

1. What sense do you have of how the CRC is faring in contrast to other CRCs nationwide

**Facing Forward**

1. What do you feel are the immediate/emerging challenges for the CRC
2. How optimistic are you about the future for the CRC (where 1 is highly pessimistic and 10 very optimistic)
3. How loyal do you feel to the CRC (where 1 is very distant and 10 very loyal)

Third Sweep Interview schedule

***Communication***

Let’s take you back to the 29th Oct when the preferred bidder was announced

1. How did you first hear about the news
2. How did you feel about the news?
3. What did you do?
4. How did you communicate this information to your staff (SMT only)

***Attitudes to new owners***

Imagine for a moment you are given the opportunity to meet the new owners

1. What one question would you ask them?
2. What would you be most proud to tell them about?
3. Is there anything you would want to hide from them?
4. How have the new owners ideas been presented to you?
5. How have you been able to engage with the new owners and their ideas?
6. What is your biggest hope for when the new owners take over?
7. What is your biggest fear for when the when the new owners take over?
8. Does it feel like the SMT’s involvement in driving the Change Process has ended (SMT only)

***Looking back over TR and the CRC so far***

1. Have things panned out as you hoped
2. Is the CRC in the shape that you think it should be at the point of handing over to the new owners?
3. Is there anything you wish would have been done differently?
4. If we reflect for a moment, and having lived through the Change Process, what now do you think the key objective of the Transforming Rehabilitation agenda was
5. What will be TR’s legacy for probation services

***The Future***

1. In terms of the evolving probation landscape;
   1. are there more, less or the same actors as before
   2. is it an environment that is enabling greater innovation and flexibility
   3. is it better equipped to reduce reoffending
2. Do you feel like a XXXXXXX employee…and what does that feel like

Fourth Sweep interview schedule

***Recent experience(s)***

1. Compared with where you were 18-months ago before the change processes of TR took hold;
   1. How has our job/role changed stayed the same?
   2. Has the way you feel about your job changed?
2. How has change in ownership of the CRC manifested itself?

***A new chapter for the CRC***

1. Have you been able to engage with the new owners and their ideas? About what? Do you feel you’ve been heard?
2. What aspect of new ownership offers you the greatest hope?
3. …and what aspect of new ownership are you most fearful about?
4. (SMT/MM only) Have you been responsible for communicating news about change to others in the organisation? How have you done that? What has that been like
5. What do you feel are the immediate/emerging challenges for the owners
6. Do you feel like a XXXXXXXXX employee

***The wider context of TR and probation practice***

1. If we reflect for a moment, and having lived through the Change Process, what now do you think the key objective of the Transforming Rehabilitation agenda was
2. In terms of the evolving probation landscape that TR has shaped;
   1. are there more, less or the same actors as before
   2. is it an environment that is enabling greater innovation and flexibility
   3. what threats and risks exist to developing innovative/creative practice
   4. is it better equipped to reduce reoffending
3. What will be TR’s legacy for probation services

***The CRC and you***

1. What do you feel are the immediate/emerging challenges for the CRC
2. Imagine for a moment that you have a magic wand, and you can make three wishes for the CRC. What would they be? And three wishes for your own role in the future?
3. How optimistic are you about the future for the CRC (where 1 is highly pessimistic and 10 very optimistic)
4. How loyal do you feel to the CRC (where 1 is very distant and 10 very loyal)
5. Where do you see yourself in 2 years’ time? Where would you like to be?
6. (SMT/Tracker only) You’ve engaged with us as a research team a number of times throughout this past 12-months or so, what reflections/thoughts do you have about how useful a process/experience that has been

Final Round of Manager Interviews

***The Transition Process/Experience***

1. It’s getting on for two years since the transition processes of TR took hold…
2. …has the pace and form of transition been as you expected?
3. …how have you found dealing with new owners, new senior managers?
4. …what has the experience of leading others through the change been like?

***The New CRC***

1. XXXXXX marked a significant moment in the transition of the CRC. How do you reflect on that day?
2. Do you feel the mood and atmosphere of the CRC has changed?
3. Is a private sector CRC that far removed from the probation service it has replaced?
4. Has there been any change in your relationships with criminal justice partners?
5. What aspects of the newly evolving CRC are making you feel positive?
6. What aspects would you say concern you and need attention.

***The Future***

1. Do you feel you have a sense of where the CRC is heading?
2. Do you feel you have a key part to play in that?...Do you want to have a key part in that?
3. What needs to happen to help the CRC positively impact upon reoffending rates in the future.

***Final Reflection***

* You’ve been through a pretty relentless and intense transition process to arrive at the point of where we are now. What advice would you offer people about to embark on a similar episode of organisational change?

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**INTERVIEW PARTICIPANT INFORMATION SHEET**

**Title of Project***Devolving Probation Services: An ethnographic study of the implementation of the Transforming Rehabilitation agenda*

**Research Team** *Dr Matthew Millings (School of Law, Liverpool John Moores University)*

*Lol Burke (School of Law, Liverpool John Moores University)*

*Dr Gwen Robinson (School of Law, Sheffield University)*

*You are being invited to take part in a research study. Before you decide it is important that you understand why the research is being done and what it involves. Please take time to read the following information. Ask us if there is anything that is not clear or if you would like more information. Take time to decide if you want to take part or not.*

1. **What is the purpose of the study?**

*As you will be keenly aware, 2014 represents a period of profound change for the delivery of offender supervision and rehabilitation services in England and Wales as the reorganisation of probation services outlined in the Transforming Rehabilitation agenda take hold. As a research team we’re keen to examine the process and implications of moving the bulk of probation work (and staff) from the public Probation Service ([anonymised] Probation Trust) to a Community Rehabilitation Company (CRC) from the perspective of those most intimately effected, you, as the staff group.*

*Capitalising on a unique opportunity to observe this period of transition for offender management services on [anonymised] granted to the research team by the Chief Executive Officer of the CRC we will be observing management meetings/decision-making processes, speaking with staff at all levels of the organization and scrutinising the accompanying documentary trails. It is a project that will consider the process of change from the inside: that is, from the perspectives of those tasked with implementing this transformation, you.*

1. **Do I have to take part?**

*No. It is up to you to decide whether or not to take part. If you do you will be given this information sheet and asked to sign a consent form. You are still free to withdraw at any time and without giving a reason. A decision to withdraw will not affect your rights/any future treatment/service you receive.*

1. **What will happen to me if I take part?**

*If you agree to take part in the research we would like you to participate in an interview. The interview would last a maximum of 1-hour and will take place in a secure and comfortable environment on the premises of the CRC to allow you to fully engage with the exercise. The interview represents an opportunity for you to reflect on the impact of the profound shifts in the administration of offender support services and to allow you to capture in your own words how you are experiencing the transition from the probation service into the CRC.*

1. **Are there any risks / benefits involved?**

*We hope and believe that engaging with the research will be an empowering experience for you, as staff members of the CRC, not just in terms of the stimulation that derives from reflecting on processes and experiences of change, but importantly in being able to offer constructive commentary that can be fed back into the decision-making forums of the organisation. As a research team we will be producing a minimum of three briefing reports drawing out key and emerging issues from the research and in this sense the research retains the capacity to deliver real and manifest change in CRC policy and practice. These reports will be available to the Senior Management Team in the first instance and then in time will be circulated to staff more generally.*

*The interview will be recorded and a week after its completion a transcription of the discussion will be produced (you can request to see a copy of the transcript and will, on request, have the opportunity to redact content from the transcript before archiving). You will not be identified by name in the transcription or in the production of any the reports or outputs we produce and any material that is used from the recorded interviews will be done so in a manner that won’t allow the contributions to be traceable to individuals.*

1. **Will my taking part in the study be kept confidential?**

*Yes. You will be expected to sign a consent form to allow us to evidence that you have wilfully participated in the project and that you agree for the interview to be recorded. However you will not be identified by name in the transcript and any material quoted from the focus groups in reports/outputs we produce will be done so in ways that can’t be attributable to individuals.*

**This study has received ethical approval from LJMU’s Research Ethics Committee***REC reference number 14/LAW/005 and date approved 12th March 2014*

*For further information about the project or to raise any questions or queries you may have about the project please do contact the project’s lead researcher via the contact details below.*

***Dr Matthew Millings***

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**CONSENT FORM**

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| --- | --- | --- | --- |
| *1* | *I confirm that I have read and understand the information provided for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily* |  |  |
|  |  |  |  |
| *2* | *I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and that this will not affect my legal rights* |  |  |
|  |  |  |  |
| *3* | *I understand that any personal information collected during the study will be anonymised and remain confidential* |  |  |
|  |  |  |  |
| *4* | *I agree to take part in the above study* |  |  |
|  |  |  |  |
| *5* | *I understand that the interview/focus group will be audio recorded and I am happy to proceed* |  |  |
|  |  |  |  |
| *6* | *I understand that parts of our conversation may be used verbatim in future publications or presentations but that such quotes will be anonymised.* |  |  |
|  |  |  |  |

Name of Participant Date Signature

Name of Researcher Date Signature

*For further information about the project or to raise any questions or queries you may have about the project please do contact the project’s lead researcher via the contact details below.*

***Dr Matthew Millings,*** *Senior Lecturer in Criminal Justice, School of Law, LJMU*

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