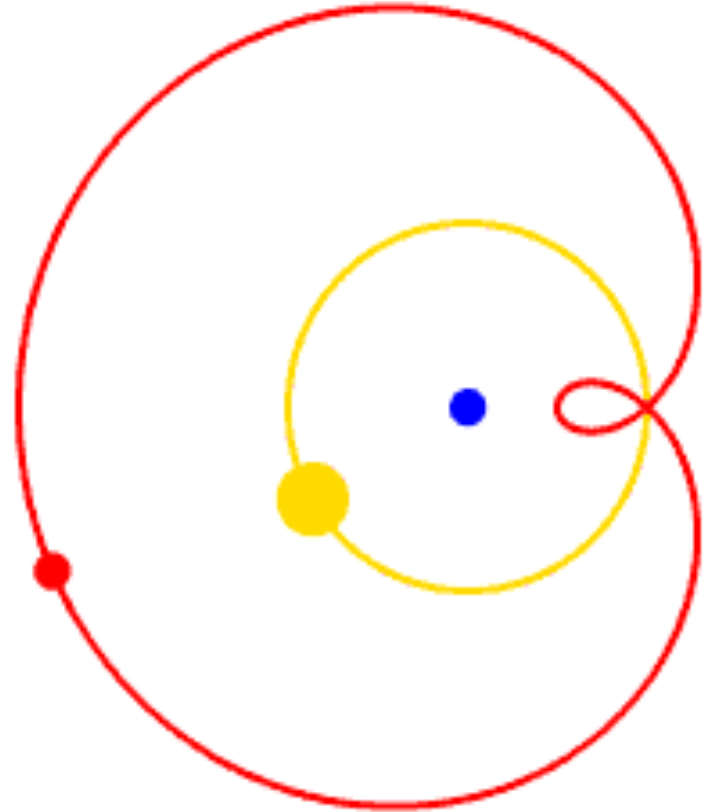
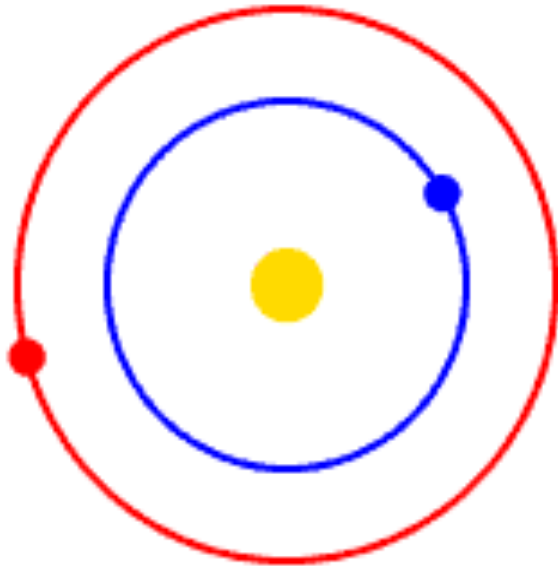


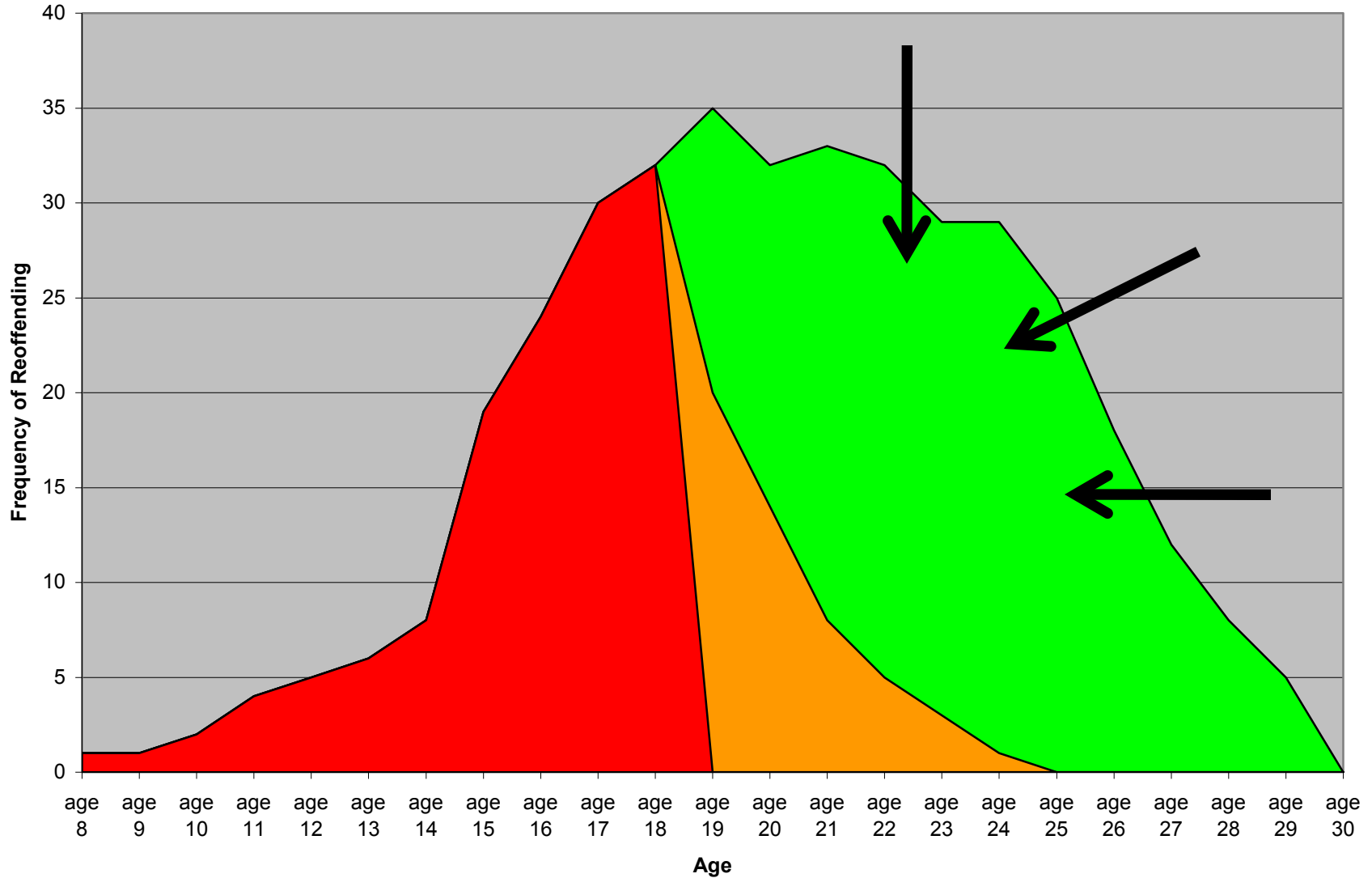
# Copernican Commissioning?

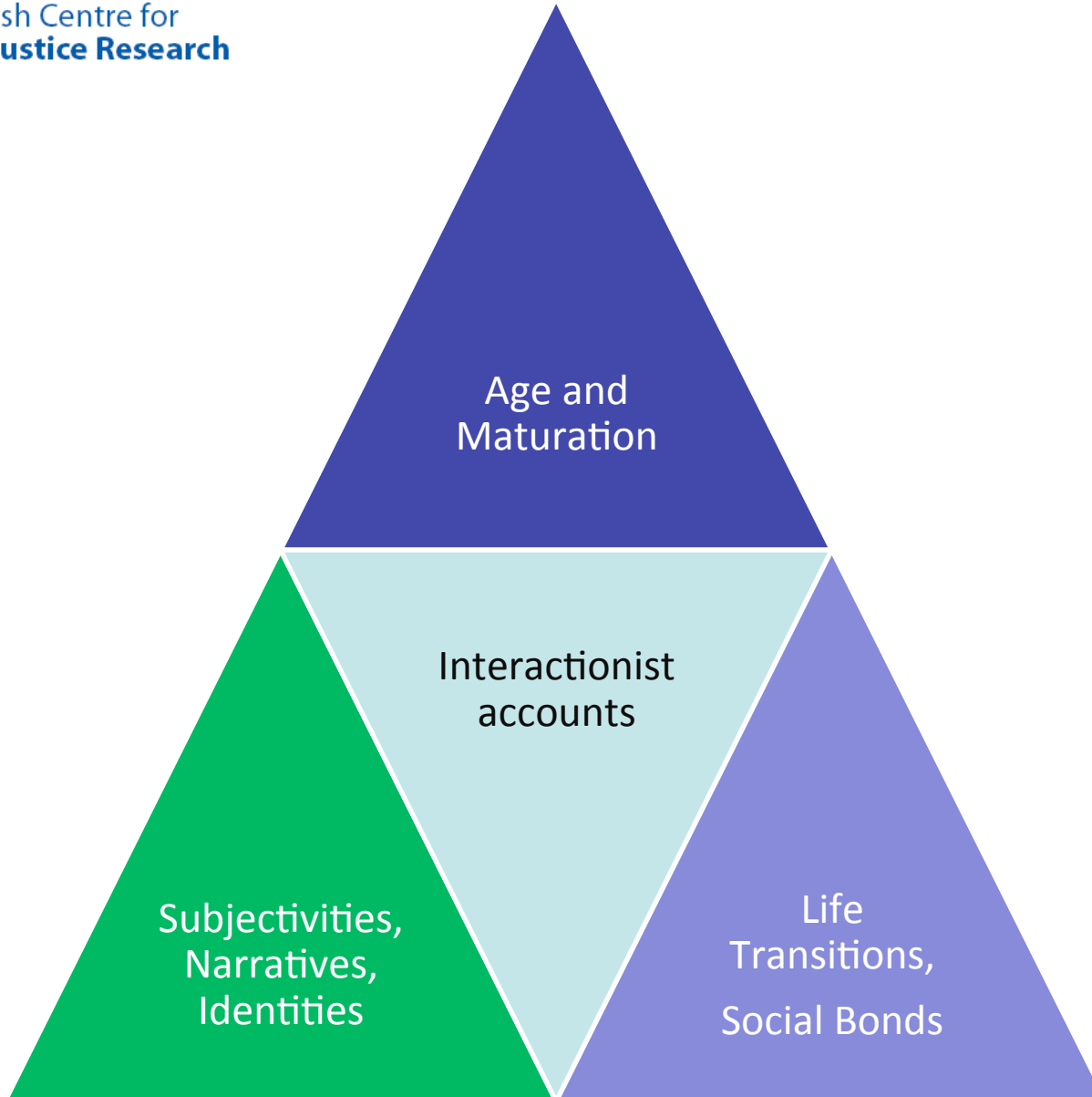
Dr Fergus McNeill  
Professor of Criminology & Social Work  
Universities of Glasgow  
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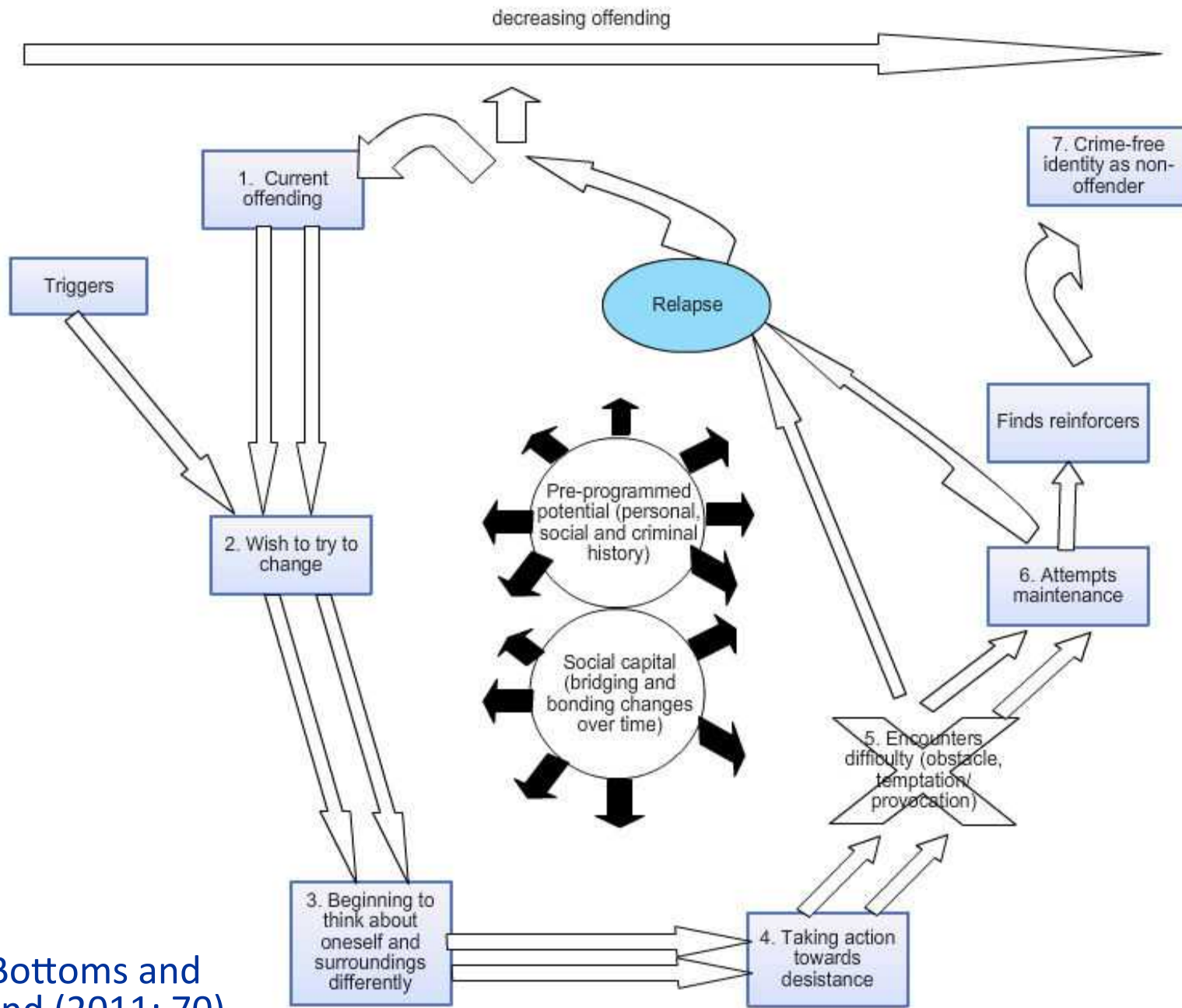




# Criminal Careers: Frequency, duration, gravity



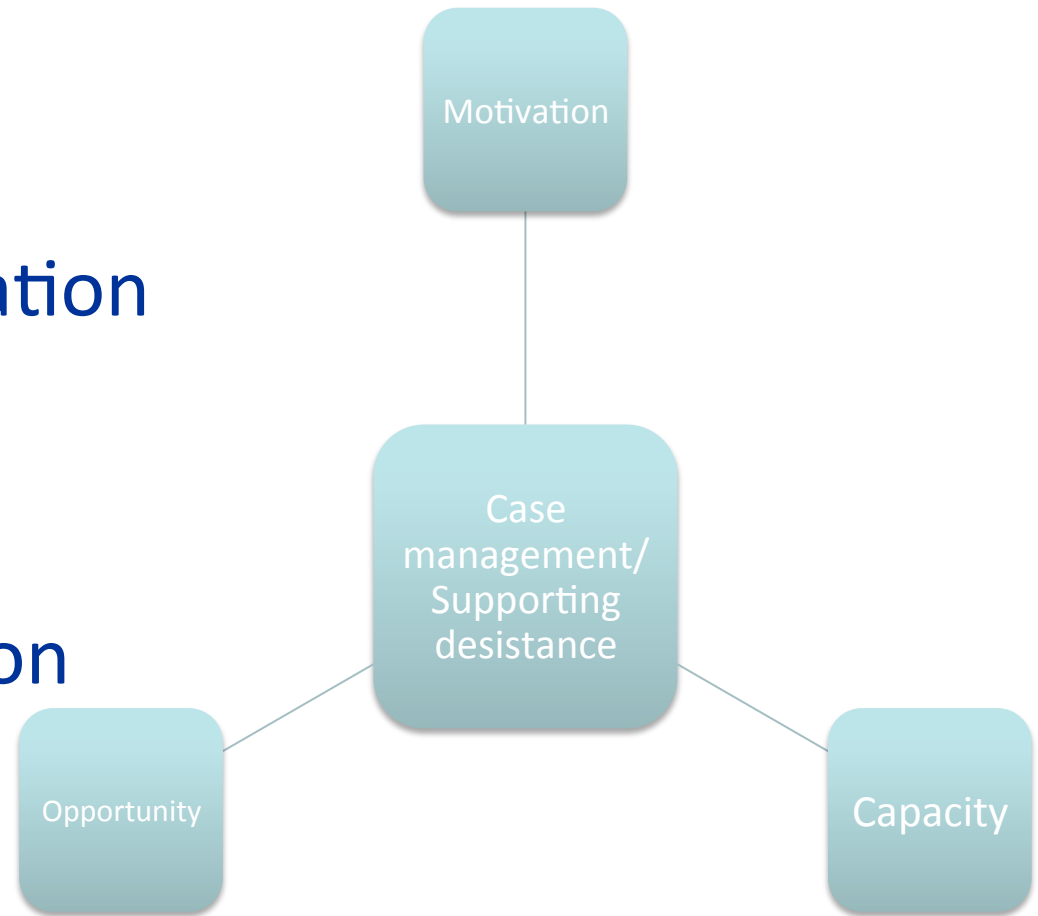




From Bottoms and Shapland (2011: 70)

# Practice implications?

1. Realism
2. Individualisation
3. Hope and motivation
4. Relationships
5. Strengths
6. Self-determination
7. Social capital
8. Recognition



- **‘Commissioning’** describes the process of assessing need, identifying available resources, planning how to use the resources, arranging service delivery, reviewing the service and then reassessing need.
- **Three Tiers:** National, sub-national and local
- How we construct **‘need’** depends on how we construct our purposes; how we define the outcomes we are after.

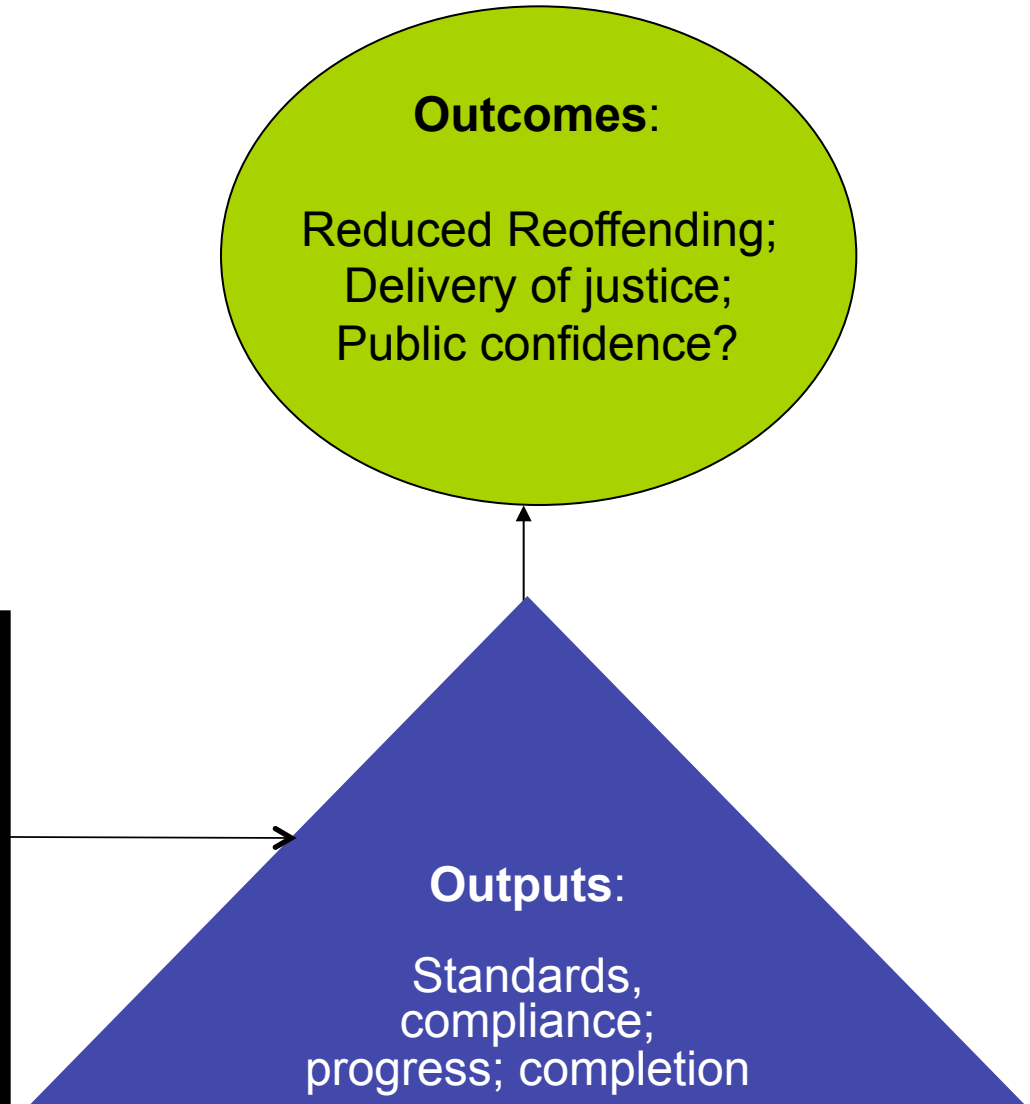
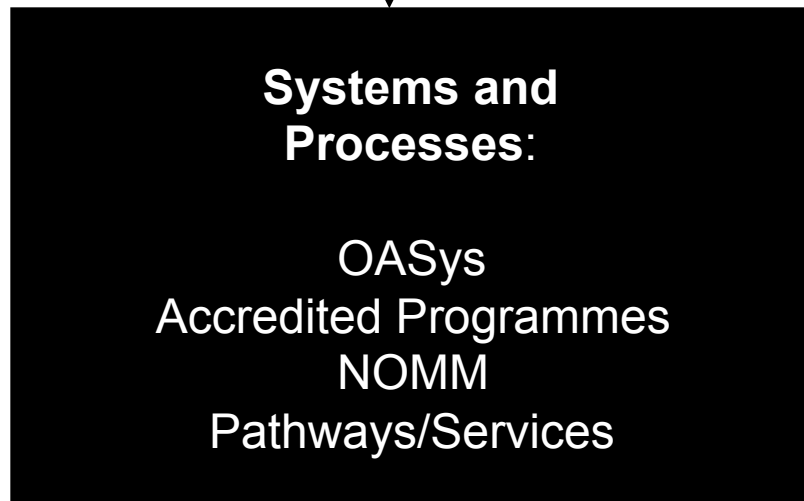
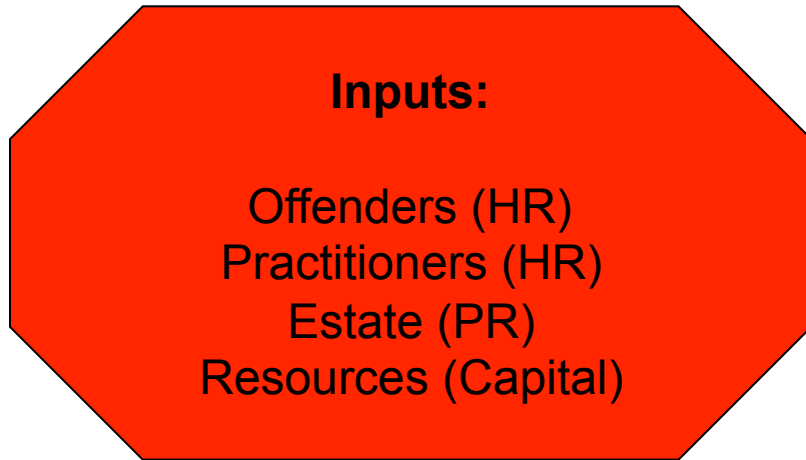


# Changing our perspectives?

- Traditional (service-led) commissioning
  - Doing what we have always done
- Ideology-led commissioning
  - Who *should* deliver?
- Pragmatic outcome-led commissioning
  - Who *can and does* deliver?
  - Who can and does deliver on *which objectives*?
  - Different skills and strengths, different roles

- User-led commissioning
  - Who can support *my* change process?
  - Who owns the process and the outcomes?
- Commissioning *quality*
  - Utilitarian
  - Deontological
  - Virtue-based
  - Contingent relationships between quality and outcomes

# Traditional systems perspective



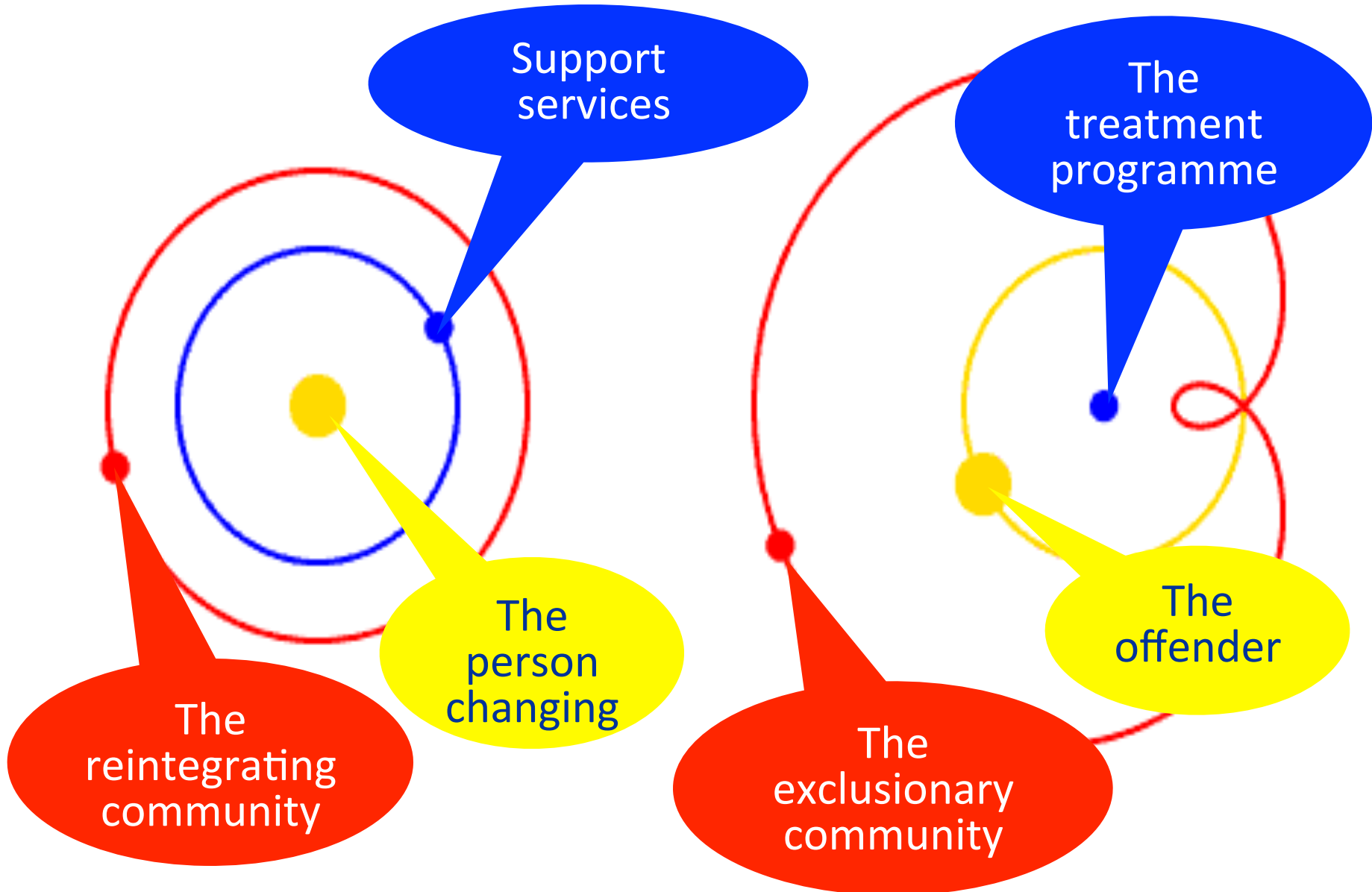
- Reducing reoffending is neither an outcome that NOMS (or any provider) can properly or practically **compel, command or control**, nor one that (even when it is delivered) it can **claim** as its own ‘product’
  - Desistance belongs to desisters
  - Integration belongs to communities
- Even when RR can be achieved, it is the ‘mere’ absence of something, not a positive agenda for a justice service
  - RR doesn't have much emotional/visceral appeal: too technocratic, too offender-centred

# Solutions... suggestions?

- Promise what you can deliver and deliver what you promise: quality
  - E.g. Constructive reparation within a proportionate sentencing framework (HRs compliant)
  - Recast rehabilitative effort as reparation: ‘One of the best ways of paying back is by turning your life around...’ Sell rehabilitation as a welcome side-effect, not the main product; since we can’t ‘produce’ it
  - Judge justice sanctions by the **quality of delivery** of **justice**, and **work to support desistance** alongside (but don’t promise that services will deliver it)

- **Problems with reconviction**
  - Sellin’s dictum: a woefully inadequate measure of the change we think we are after (desistance)
  - Who really believes these figures mean anything important? (cf. NI reconviction rates)
  - RR condemns us to over-promise and under-deliver; a political hostage to fortune
  - Highly vulnerable to extraneous influences, most of which (currently) militate against the likelihood of success

- Look to desistance theory:
  - Maturation, responsibility and agency
  - Positive social bonds, developing social capital
  - Shifts in identity; secondary desistance
- Think less of binary measures and more of quality added, distance travelled, ‘survival analysis’, even calculable cost savings of accelerated desistance
  - Frequency, severity and duration
  - Slowing down a high risk PPO produces more value than stopping a low risk first offender
  - Secondary desistance/substantive compliance may matter more than primary desistance/formal compliance





- Commissioning for desistance?
  - Listen to and engage seriously with users
  - Listen to and engage seriously with communities
  - That implies very, very localised commissioning of at least of some aspects of the support, but within better defined nationally agreed (deliverable) conceptions of **quality** and definitions of **outcomes**

- Commissioning for justice?
  - Same as above, plus judges, victims and others
  - Not a passive process of ‘pandering to’ punitive demands; an **active project** of shaping justice locally (within proper constraints)
  - Communicative justice requires communicative commissioning