

AN EVALUATION OF THE WOMEN'S TURNAROUND PROJECT

**FINAL REPORT
PREPARED FOR NOMS CYMRU**

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**Dr Katy Holloway
Dr Fiona Brookman**

**Centre for Criminology
University of Glamorgan
Pontypridd, CF37 1DL, UK
Tel: +44 1443 482572/483586
Fax: +44 1443 484507**

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EXECUTIVE SUMMARY

OVERVIEW OF WTP

The Women's Turnaround Project was launched in Cardiff in November 2007. Its aims and philosophy are very much in line with the recommendations of the Corston Report (2007) which sought to address issues connected with women's offending. Corston highlighted the need for a "distinct, radically different, visibly-led, strategic, proportionate, holistic, women-centred, integrated approach" (p. 1) and recommended a "fundamental re-thinking" about the way in which services for vulnerable women, particularly around mental health and substance misuse, are provided and accessed (p.2).

The WTP aims to provide women offenders and women at risk of being an offender and/or victim of crime, with a multi-agency, community-based service that addresses individual risks and needs. More specifically, the WTP aims to:

- provide services to women in a safe, non-threatening environment
- discover from service users what their needs are and to work with them in finding solutions
- improve and increase needs-based services to reduce the risk of offending and re-offending for women in Wales using a multi-agency approach, and
- assist with bail, remand and post release accommodation.

Initially, the Project was funded for a six month 'demonstrator' period. Having established its credentials, funding for an additional 12 months of operation was secured and the Project is now on a firmer footing in that funding has been 'base lined' into the NOMS budget. The WTP also receives funding from the Ministry of Justice.

EVALUATION: AIMS AND METHODOLOGY

The Centre for Criminology in the University of Glamorgan was commissioned to undertake a process and impact evaluation of the WTP. The evaluation commenced at the inception of the Project (in November 2007) and officially came to an end 20 months later in July 2009 (although some additional data have been sought since that time for the purposes of completing this final report). This final report draws upon data gathered during the whole of the 20-month evaluation period and builds upon two previous reports prepared for NOMS Cymru (see Holloway and Brookman, 2008).

The process evaluation sought to determine the quality and effectiveness of the WTP's organisational processes and practices, including: publicising its services, recruiting clients, assessing clients' vulnerabilities and needs, making and managing contact with clients, referral procedures and record keeping. With regard to impact, the specific objectives were to measure any impact on the client group in terms of: (1) achieving personal goals and (2) reducing offending. A variety of methods were adopted. In order to assess organisational processes and practices, interviews were conducted with members of the WTP Executive board, all WTP staff, a sample of WTP clients, female prisoners at HMP Eastwood (hoping to access the Project) and staff at referral agencies. Observations of staff working at the WTP premises and during outreach appointments with clients were also undertaken and one or both members of the evaluation team regularly attended WTP Executive Board meetings. Finally, the evaluation team assessed

the records kept by the Project. To measure impact, the evaluation team analysed electronic and paper-based records and data as well as primary data gathered during the course of the evaluation. They identified five potential measures of impact: (1) clients' views (elicited via semi-structured interviews), (2) measures of self-esteem, (3) measures of progress, (4) Crime-Pics II, and (5) 'distance travelled' assessments. Shadowing staff on outreach also proved invaluable in terms of gaining detailed, 'real life' insights into the complexities and challenges involved in assisting a diverse range of women.

FINDINGS: (I) OPERATIONAL ACTIVITIES/PROCESSES

The WTP commenced operations with just two members of staff but has since grown to a staff of 16 including a project co-ordinator, 11 support workers (some with part-time contracts), centre support and an administrative assistant. Full time support workers, at any point in time, support an average of twenty women each (depending upon the complexity and severity of the issues to be addressed). Clients are referred to the WTP from a range of agencies (such as the Probation Service, the Prison Service, voluntary agencies) or they may self-refer. Clients are allocated a single support worker (or placed on a waiting list if there is no spare capacity). The assigned worker will then begin to support the client towards achieving her goals. This invariably involves working closely with the client to prioritise and assist with needs (e.g. housing, employment, substance misuse, financial issues and basic life skills). When appropriate, the support worker will refer the client on to relevant agencies. Importantly, the support worker will not only assist the client in arranging meetings with service providers, but will also accompany her to meetings when appropriate.

In addition to regular face-to-face meetings (often on an outreach basis), the support workers keep in regular telephone contact (calls and texts) with clients. The intensity and duration of contact is flexible and adapted according to the client's need. Staff are required to keep contact logs of all meetings and communications with their clients and to assess their vulnerabilities and needs over time. There is no time limit on engagement with the WTP, which means that clients are able to receive support for as long as they need or want it. As the WTP is based on voluntary engagement, clients are encouraged but never pressured to maintain contact.

In addition to the core work of assisting clients, staff at the WTP engage in marketing the project to both potential clients (e.g. by attending Prison Fayres) and potential referral agencies (e.g. by giving presentations to staff at relevant agencies).

FINDINGS: (II) OPERATIONAL PROCESSES

Referrals: In the period November 2007 to October 2009, nearly 400 women were referred to the WTP. The number of referrals received each quarter fluctuated during the course of the evaluation (from a low of 25 to a high of 66) but now appear to be on the increase. Referrals are received from a range of agencies across South and West Wales as well as from a women's prison in England. The majority of clients, however, are referred via the Probation Service.

Resources: Due to the success of the project and the increased number of referrals, staffing levels have grown. Nevertheless, growth in staff has not always kept pace with growth in demand. It is clear that as the WTP continues to expand and evolve, client numbers and staffing levels will need to be regularly monitored to ensure that (a) waiting lists do not become too long (they are currently at around 2 weeks) and (b) that the high-quality and intensive support provided to clients is not compromised.

Premises: Early in 2009 the WTP moved premises from the city centre to Cardiff Bay (some 2 miles away). Whilst the premises are easily accessible by rail and bus (from the city centre) it does add an extra 'leg' to the journey of most clients and there is evidence from both clients and some staff that the former location was easier to access. Nevertheless, the WTP rent 'satellite offices' in various locations across South Wales which, combined with outreach work, reduces or eliminates the need for clients to visit their support worker in Cardiff.

Balancing support work and administration: The core work of WTP support workers is to assist and support their clients. However, they are also required to keep records (paper-based and electronic) of progress. Interviews revealed that some of the support workers found it difficult to balance both tasks. In addition there was some evidence, from both interviews and our own analysis of data and records, of a lack of clarity and consistency around what data and information should be recorded. Certainly a number of the measures that could be analysed to determine the potential effectiveness of the WTP in assisting clients, such as Crime Pics II, were poorly recorded.

Publicising the Project: Staff at the WTP publicise the project in two main ways: (1) via presentations to referral agencies and (2) by attending resettlement fayres at HMP Eastwood Park every six weeks. Both methods have proven effective in recruiting clients to the project.

FINDINGS: (III) IMPACT UPON CLIENTS

The impact of the WTP on clients was examined using four different measures of outcome. Unfortunately, what can be concluded from the analysis is extremely limited due to small sample sizes, missing data and few statistically significant findings. Nevertheless, the results do point in a generally positive direction in terms of increases in self-esteem, measures of 'progress', and levels of perceived need and 'distance travelled'. Of note were statistically significant improvements in self-esteem and significant progress in relation to housing issues, health issues and perceptions of life problems. The only areas where any negative impact was apparent (not statistically significant), concerned the lack of progress in relation to legal issues, and in the worsening of attitudes to offending and the evaluation of 'crime as worthwhile'.

Drawing upon the qualitative data gleaned via interviews with 15 clients a unanimously positive experience emerged. The top three priorities identified by the women during the 18 interviews conducted were: (1) general emotional support (2) housing and (3) employment/education. Foremost in the women's minds was the emotional support that they were receiving that led to increased self-confidence. Many of the women found that as their self-esteem grew, they were able to achieve goals that, in some cases, had been unimaginable (such as attending a job interview). There was also direct evidence from women that engaging with the Project had diverted them from offending. In addition, some of the women were reported by WTP staff to have been diverted from custody since engaging with WTP. Overall, these women were much more optimistic about their futures than they had been prior to engaging with the WTP.

FINDINGS: (IV) CRITICAL INGREDIENTS

Based on interview data from WTP clients and staff as well as members of the Executive Board and staff from referral agencies, the evaluation team determined that there were six features of the WTP that appear to have been fundamental to its success to date. (1) First and foremost, the **voluntary nature** of the project was acknowledged by all parties to be a particularly important aspect of its appeal to clients and its success. Unlike

statutory and even some voluntary organisations that the women had experienced, the WTP allowed them the freedom and space to meet their aims without any degree of compulsion. (2) Closely associated with voluntariness, the **flexible and non-time bound nature** of the project is also a positive ingredient that allows clients to work at their own pace with no pressure to complete tasks within a specified time frame and no fear of being told that support is suddenly being withdrawn. (3) The client-led and client-focused ethos of the WTP had naturally led to a situation of **empowering clients** so that they ultimately had the confidence to make important decisions and take important actions alone. This created a positive feedback loop where the women were assisted to a point where they took a positive step in a desired direction, then gained some self-esteem and made some positive decisions or actions alone which further boosted their morale and provided further impetus to move forward. (4) Clients were keenly aware that they had entered into a **non-judgemental environment**. This was especially important for those women who had undergone criminal justice sanctions and punishments in relation to offending and who had been judged negatively and/or abandoned by many people in their lives (including family and friends). (5) Each of the women interviewed spoke highly of their support worker and it was clear that an important bond, trust and chemistry had developed in all cases. Many of the women specifically talked of the personality of their support worker and how they could not have achieved their goals without working with this particular individual. Clearly then, **key personalities** seem to have had an important impact upon the women. (6) Finally, there is little doubt that the WTP could not have achieved its aims without its ability to undertake **outreach work**. From their base in Cardiff they have managed to engage with women from Pontypool in the East across to Haverfordwest in the West (covering a distance of 115 miles). The women that we spoke to were clear that they could not have travelled regularly to the WTP premises but also that they needed their support workers to accompany them to appointments in their home towns or to visit them at home – particularly during times of crisis.

FINDINGS: (v) CHALLENGES

Based on interview data from the same four groups, the evaluation team identified a number of challenges and potential obstacles to the continued success of the WTP:

Relationships with other agencies: Given that the WTP receive their clients from a range of different agencies it is perhaps unsurprising that there are, in some cases, different expectations of the project by referral agencies. Some individuals from referral agencies expressed dissatisfaction regarding the referral process and, in particular, lines of communication between themselves and WTP staff. Some WTP staff also felt that there was room for improvement in terms of multi-agency working and information sharing.

Tensions between criminal justice and welfare objectives: As already outlined, the WTP work with women on a voluntary and flexible basis and this is highly valued. At the same time, many of the women are engaging with organisations such as the Probation Service who require a much more structured approach and may impose penalties where a woman breaches certain conditions. During interviews there was some evidence of tensions in terms of these somewhat different approaches. That said, there were also positive reports regarding the links between the work of the WTP and the Intensive Alternative to Custody (IAC) scheme. Overall, there is a delicate and complex balance to be struck between criminal justice related goals and the broader set of work undertaken by the WTP.

Individual support workers: Despite the obvious benefits to the women of having one dedicated support worker (continuity of care, mutual bonds formed, etc) interviews also revealed some limitations. First, some clients found it daunting to relate to the WTP as an organisation, having the confidence only to deal with their support worker. In addition, there was some evidence that clients could become over-attached to their support worker, which risks adverse effects upon both client and worker.

WTP location and outreach issues: Outreach is clearly an essential feature of the WTP from the perspective of clients. However, some support workers spoke unfavourably about the increase in this kind of work. Specifically, there was a view shared by several workers that when the WTP relocated from the centre of Cardiff to Cardiff Bay that this had adversely affected the accessibility of the Project for clients and, therefore, increased the necessity for outreach work, which was costly and time-consuming.

Growth and development of the WTP: Due to the success of the WTP they now attract an average of approximately 50 clients per quarter. Growth in demand for the services of the WTP has not, however, always been met by a growth in staffing and resources. There was concern among staff that the intensive levels of support provided to clients could suffer if demand grew too high and/or that waiting lists would become too long.

Exiting the scheme and disengagement: Women disengage from the WTP after different lengths of time, for a variety of reasons, and having made varying degrees of progress. Analysis of a random sample of 11 'disengaged' files revealed that two of the women had made substantial positive progress towards 'turning their lives around', four had made moderate progress (but significant issues remained unaddressed) and five had made little or no progress, exiting the project with serious outstanding problems. However, this was only a small sample, and it was clear from other files and from our interviews, that many of those still in the scheme had made major progress. Nevertheless, the fact that only two of 11 'leavers' had made good progress, raises questions about the timing of and procedures around clients' exits from the scheme.

RECOMMENDATIONS

1. Staffing and recruitment

The new and enhanced recruitment system is commended and should be continued.

Staffing levels should be carefully and routinely monitored in relation to demand. If demand continues to grow and insufficient resources are available to avoid staff overload and ensure a quality service, more thought should be given to systems of prioritisation or capping the number of clients taken on.

Each client ought to be provided with a back-up support worker whom she has met at least once to enable continued support when the main support worker is absent.

2. Premises

Careful thought should be given to the potential benefits of re-locating the WTP back into the city centre.

Consideration should be given to ways of maximising attendance at the new drop-in centre. This could include moving the drop-in centre (if not the whole of the WTP) to the centre of Cardiff.

3. Referral procedures

Where there are known communication difficulties with particular organisations or branches of them, work should be undertaken to improve the flow of communication. In order to try to generate a more diverse client group, we recommend that targets are set for particular sources of referrals as well as the overall target number of referrals. This will help to ensure that clients are recruited from a range of areas and from a range of agencies.

The target number of referrals set for WTP needs to correspond with staffing levels in order to ensure that the valued level of intensive support provided by the Project is not jeopardised.

4. Data collection systems

Improvements in record keeping should be a priority. Specifically, it is important that all staff record data in a standardised format.

All staff should be provided with clear guidelines as to the quantity and quality of information that they are required to record and the reasons for and importance of this should be carefully explained to them. We appreciate the burden of paperwork on staff and recommend that there be a focus on recording data that has a clear purpose.

The main database appears to be unwieldy and could benefit from simplification. It does not currently permit some of the most basic questions to be answered quickly (or in some cases at all). We therefore recommend that the system is carefully interrogated and improved so that any future evaluation or monitoring can benefit from data contained within it.

The WTP should ensure that there is an appropriately trained member of staff who has time to dedicate to the development and maintenance of the database and take overall responsibility for the collection, input and retrieval of data from the database.

5. Impact data

In order that the WTP are able to demonstrate effectiveness it is important that impact data are routinely collected. The nature of the data routinely stored in the database needs to be more closely allied to demonstrating impact. To these ends the following recommendations are made:

The WTP should routinely monitor impact and report findings in each quarterly report.

Where appropriate, WTP staff should routinely undertake repeat administrations of Crime Pics II with clients and record results.

WTP staff should routinely undertake repeat administrations of self-esteem scales with clients and record results.

WTP staff should routinely assist clients to complete repeat administrations of measures of progress scales and record results.

WTP staff should provide key information relating to outreach work that can be fed into the database in order that outreach can be carefully mapped.

6. Exit strategies and disengagement data

Data need to be readily available regarding the total number of disengagements each month or quarter. These should clearly distinguish cases in which the woman had never engaged from those in which there had been some engagement (the latter ideally categorised as, for example, minimal, variable or full engagement).

Reasons for disengagement should be routinely recorded. Some steps in this direction have recently been taken (with the separation of clients who have left the WTP into 'disengaged' cases and 'positive exit' cases) but this could be further refined. It is particularly important to record and consider the less positive reasons for disengagement.

Such data should feed into a broader consideration of appropriate 'exit strategies' for clients: for example, whether cases should be routinely reviewed at set points in order to discuss whether they are ready to leave the scheme and how this should be managed.

7. Marketing and external relations

Staff should maintain marketing visits to a wide range of external agencies.

Staff should maintain attendance at prison fayres at HMP Eastwood Park.

Consideration should be given to extending attendance at other prison fayres.

8. Managing clients

As referrals increase it is important to consider the likely impact upon waiting lists. A system of prioritisation may need to be developed whereby say 'women in crisis' or 'women with children' are put to the top of the list.

Staff should consider setting informal rules regarding boundary setting between staff and clients to avoid situations where support staff feel obliged to go 'beyond the call of duty'.

Staff should increase and develop the use of three-way meetings (between client, WTP support worker and other agency representative) in order to avoid duplication of services and/or missed appointments.

9. Future directions

The criminal justice aims of the WTP need to be carefully balanced against the other broader set of aims. We advise against any threat to the voluntary nature of the WTP. It is one of its most valued characteristics.

Some thought is required about how to manage the continued success of the project in such a way that the WTP does not grow unchecked. This may require difficult decisions regarding targets and careful boundary setting.

10. Recommendations made by interviewees

Consideration should be given to meeting women at the prison gates if they are homeless or otherwise in crisis.

WTP staff should also consider the potential for group activities amongst clients.

CHAPTER 1 INTRODUCTION

In November 2007 the Centre for Criminology at the University of Glamorgan was commissioned to conduct a process and impact evaluation of the Women's Turnaround Project (WTP). This is the final report, which synthesises the findings presented in two earlier reports¹ with new results from Phase 2 of the evaluation. The overall aim is to document and reflect upon the activities of the Project during its first two years of operation, and to consider its impact on clients. In this introductory chapter we provide a brief overview of the WTP and consider the historical and political background to its creation and the overall aims of the Project. We also consider the aims and objectives of the evaluation and provide a brief outline of the contents of this report.

OVERVIEW OF THE WTP

The main aim of the WTP is to provide women offenders and women at risk of being an offender with a multi-agency, community-based service that addresses individual risks and needs. The Project is delivered by Safer Wales and based in Cardiff Bay. It provides support to vulnerable women on a voluntary basis in a safe, non-threatening environment. The Women's Turnaround Project is managed by Safer Wales and funded via NOMS. It was launched in November 2007 for a six-month demonstrator period and in April 2008 funding was secured for a further 12-month period. A year later, in April 2009, funding for the WTP was 'base lined' into the NOMS budget. The WTP also receives funding from the Probation Service and the Ministry of Justice to provide additional services. Further details of these funding streams are provided in Chapter 4.

The Project is able to offer support and advice on a range of issues including: legal issues, housing, education and training, employment, family and relationship issues, health issues, financial issues and substance misuse problems. In addition to these services, the WTP is able to assist with bail, remand and post-release accommodation. A housing option, through BASS/ClearSprings, has been developed to run alongside the Women's Turnaround Project providing accommodation for women on bail, remand or home detention curfew. At the time of writing there are three ClearSprings properties that the WTP can, if rooms are available, make use of for their clients (in Cardiff, Swansea and Wrexham).

BACKGROUND TO THE WTP

In 2005 following the deaths of six women at HMP Styal within a 13-month period, the then Home Secretary commissioned a review of 'vulnerable' women offenders and other vulnerable women who come into contact with the police and courts, identifying gaps in provision for their needs. Baroness Corston was appointed to chair this review. The first of her terms of reference was to:

"Decide how to define "particularly vulnerable" for the purpose of the review. The review should be focused on the group of women offenders who have multiple needs, particularly those women

¹ Interim Report (April 2008) and the Final Report of Phase 1 (October 2008)
http://criminology.research.glam.ac.uk/media/files/documents/2009-01-29/WTP_Final_Version_Report_of_Phase_1_201008.pdf

whose risk factors could lead them to harm themselves in prison, and take fully into account existing and planned work”. (Corston 2007, p. 14)

The review was conducted over a nine-month period and involved five consultation events, 40 meetings as well as visits to women’s prisons, community centres, and a medium secure women’s hospital. Overall, more than 250 individuals are estimated to have contributed to the review.

The findings of this review were published in the Corston Report (2007). The report considered a wide range of issues including: the different approaches required for men and women, women’s experience of prison, the use of alternative sanctions, and women’s health and well-being. The report highlighted the need for a “distinct, radically different, visibly-led, strategic, proportionate, holistic, women-centred, integrated approach” (p. 1) and made a number of recommendations for change. Among the recommendations was the need for a “fundamental re-thinking” about the way in which services for vulnerable women, particularly around mental health and substance misuse, are provided and accessed (p.2).

The Women’s Turnaround Project emerged largely in response to these recommendations, and its aims and philosophy are closely attuned to those of Baroness Corston’s report. Specifically, the WTP was designed to provide a holistic, needs-based, client-centred, multi-agency approach to provide support for vulnerable women.

AIMS OF THE WTP

The original business case for funding to set up and sustain the Project describes it in the following terms:

“an innovative programme for women offenders and women who are seen at risk of offending to address the needs of women (needs that are often different from the needs of men); to deliver a sustainable reduction in women’s offending, and to reduce the incarceration of those women who pose no threat to society”

Similarly, the original proposal for the Project makes reference to the development of a

“co-ordinated service in Wales that responds to vulnerabilities exhibited by women who are at risk of being an offender and/or victim² of crime.”

Original publicity material developed by the Project staff, in collaboration with Safer Wales and NOMS Cymru, stated what the Project aims to achieve. Namely,

- To provide services to women in a safe, non-threatening environment
- To find out from service users what their needs are and to work with them in finding solutions

² Whilst the Women’s Turnaround Project has generally received referrals from women via the Criminal Justice System, it has also received some referrals for women who have had no prior contact with the Criminal Justice System but are, nevertheless, vulnerable to offending. It is recognised that many women who fall into these groups are also often victims of crime.

- To improve and increase needs based services to reduce the risk of offending and re-offending for women in Wales using a multi-agency approach.
- To assist with bail, remand and post release accommodation.

The revised publicity material provides information about what the Project is rather than defining precisely what it seeks to achieve. The updated leaflet states that the Project:

- Is based in Cardiff, servicing Wales³
- Will provide support on a voluntary basis, in a safe non-threatening environment for women who are vulnerable and who have difficulties affecting their lives which may result in or has resulted in them breaking the law
- Will assess and identify need and provide support to help achieve personal goals

AIMS AND OBJECTIVES OF THE EVALUATION

The evaluation team was appointed in November 2007 shortly after the WTP was launched. The main aim of the evaluation was to evaluate the effectiveness of the WTP in terms of (a) the quality and effectiveness of its organisational processes and practices, and (b) its impact on the client group.

More specifically, with regard to the process evaluation, the objectives were to evaluate the implementation of the WTP in:

- Publicising its services to relevant agencies
- Recruiting clients
- Assessing clients' vulnerability and needs
- Making and maintaining contact with clients
- Providing a 'quality' service
- Referring clients to other agencies
- Record keeping

With regard to the impact evaluation, the specific objectives were to measure any impact on the client group in terms of:

- Achieving personal goals
- Reducing offending

OUTLINE OF THE REPORT

In Chapter 2 of this report we provide details of the research methods that were employed in the evaluation. We provide information about interviews, observations and

³ In reality, the WTP based in Cardiff does not service the whole of Wales. Rather, its clients are predominantly from South Wales with some clients further afield (from Pontypool in the East across to Haverfordwest in the West). Hence, this report focuses upon South and West Wales. A northern branch of the WTP was launched in May 2009. Like its southern counterpart, the northern version has been funded by NOMS Cymru initially for a six-month demonstrator period. The northern version is run by a third sector, voluntary organisation and is based in the North Wales Women's Centre in Rhyl. An evaluation of the North Wales Project is currently underway.

record-based data collection exercises, and introduce five potential measures of impact. In Chapter 3 we provide an overview of the WTP and include sections on the overall oversight of the Project, the management structure and staffing. We also summarise the activities of the WTP and describe the services that the Project is designed to provide. In Chapter 4 we present the results of the process evaluation. The chapter is divided into two main sections, the first of which reviews the general operation of the WTP focusing on staffing and resources. In the second section we examine what the WTP is actually doing in practice. In Chapter 5 we move on to consider the impact of the WTP on clients. Drawing upon quantitative and qualitative data we assess the extent to which the aims of the project have been achieved. In Chapter 6 we look at what we term the 'positive ingredients' that seem critical to the success of the WTP, whilst in Chapter 7 we explore obstacles to the success of the Project. In Chapter 8 we discuss our findings and draw conclusions. The report ends with a chapter that lists recommendations that the WTP may wish to consider.

CHAPTER 2 METHODS

The evaluation used a variety of methods of data collection and analysis. These included interviews with project staff, project clients, referral agency representatives and other stakeholders; analysis of WTP records (electronic and hard copy); trawls of relevant literature; and observations of scheme activities. These methods are described in more detail below.

INTERVIEWS

A key source of data for both the process and impact evaluation was semi-structured interviews conducted with five groups of respondents (see Table 2.1 for details). These included (1) staff at the Women's Turnaround Project, (2) prisoners at HMP Eastwood Park, (3) staff at referral agencies, (4) clients of the Project and (5) members of the WTP Executive Board. Further details of these interviews are provided in the paragraphs below. Copies of the interview schedules can be found in Appendix 8.

Table 2.1 Interview groups

	Number of interviews
WTP staff [1]	10
Prisoners at HMP Eastwood Park	10
Referral agency representatives	11
WTP clients [2]	18
Executive Board members	4
Total	53

Notes: [1] Including one follow-up interview with a support worker. [2] Including follow-up interviews with two clients.

1) *Staff at the Women's Turnaround Project (n=10)*

During the period of the research (November 2007 to July 2009), eleven members of staff were employed at the Women's Turnaround Project. This included a project co-ordinator, nine support workers and a centre support worker⁴. Interviews were conducted with nine of these employees. One support worker was interviewed on two occasions (December 2007 and July 2009) to explore changes in the operational practices of the WTP over time.

The interviews were conducted in private and they were all recorded digitally. The interviews ranged from 40 to 90 minutes in length and explored a range of issues including: staff members' views on the aims of the Project, services requested, services delivered, resources, clients, the referral process, outcomes, and general comments about the strengths and weaknesses of the Project. To ensure that the comments from staff remain confidential in this report, staff are referred to as WTP support workers when quoting directly from them.

⁴ The Centre Support Worker was not employed in her full capacity at this stage of the evaluation (as the drop in centre had not opened). She was not, therefore, interviewed by the evaluation team.

2) Prisoners at HMP Eastwood Park (n=10)

In February 2008, as part of Phase 1 of the evaluation, interviews were conducted with 10 women at HMP Eastwood Park. These women were selected for interview on the grounds that they were due to be released to the South Wales area and were potential clients of the WTP. The interviews were conducted in private, so far as this was possible in one large room⁵, and digitally recorded. All of the women chose a pseudonym at the start of the interview and these self-assigned false names have been used throughout this report in order to protect the identities of the women. Due to constraints of time (we were allocated just one morning during which to conduct all 10 interviews), each interview lasted between 20 and 30 minutes. The interviews were designed to explore the needs of women about to be released from prison to the South Wales area and the extent to which the WTP was likely to be able to meet these needs.

The research team had hoped to conduct interviews with a further set of women prisoners in HMP Eastwood Park towards the end of the evaluation period. This would have enabled us to identify and explore any changes in (a) how the prison was promoting and publicising the WTP to potential clients, (b) how well the referral process was operating and (c) the women's expectations and understanding of the WTP. Unfortunately, despite letters, emails and phone calls, we were unable to obtain access to the prison for a second time.

3) Referral agency representatives (n=11)

During the course of the 20-month evaluation period, interviews were conducted with staff at 11 referral agencies in the South Wales area⁶. Details of these referral agencies can be seen in Table 2.2 below. As with the WTP staff members, the interviews were all digitally recorded (either within the referral agencies' premises or on the telephone) and lasted between 45 and 60 minutes. The interviews were designed to explore how efficiently the referral process is operating and to identify the agencies' views more generally on the operational practices of the Women's Turnaround Project.

Table 2.2 Referral agencies

Referral agency	Date of Interview
City Centre Team	28 th February 2008
Taff Housing	11 th June 2008
Cardiff Probation	17 th March 2008
Community Alcohol and Drugs Team	7 th March 2008
Cardiff Women's Aid	5 th March 2008
Inroads Drugs Agency	21 st February 2008
Transitional Support Scheme	24 th June 2009
Llamau Housing	21 st July 2009
Merthyr Probation	31 st July 2009
Pontypridd Probation	4 th September 2009
Bridgend Probation	11 th September 2009

⁵ Due to lack of space and time, we had to conduct interviews at the same time in one large room and so located ourselves at either end of the room in an effort to create some privacy.

⁶ One further interview was arranged with a representative from West Glamorgan Council for Alcohol and Drug Abuse (WGCADA). Upon starting the interview it emerged that the representative did not know anything about the WTP and had confused it with another 'Turnaround' project operating in the South Wales area.

4) *Clients referred to the Women's Turnaround Project (n=18)*

Over the course of the evaluation period (November 2007 and July 2009) interviews were conducted with 15 clients of the WTP. Three clients, who had been engaged with the WTP for more than 12 months, were interviewed on two occasions to explore changes over time⁷. The women were all purposively selected for interview on the grounds that they had engaged with the Project and were willing to discuss their experiences with the evaluation team. While the sample is not likely to be representative of all clients referred to the WTP, it is nevertheless a source of valuable information concerning the impact and experiences of those who engage. The interviews were all digitally recorded and lasted between 40 and 60 minutes. Most of the interviews (n=10) were conducted at the Project's premises (in either Cardiff city centre or in Cardiff Bay). The remainder were conducted in probation offices, coffee shops or clients' homes. All of the women chose a pseudonym at the start of the interview and these self-assigned fictitious names have been used throughout this report in order to protect the identities of the women.

OBSERVATIONS

An important part of the process evaluation was to observe the physical operation of the Women's Turnaround Project to see how it functioned. To this end, we observed the operation of the Project during more than 30 visits to their premises. These visits enabled us to observe the organisation of the Project, staff interaction, data collection, data storage, and, from a distance, engagement with clients. These visits also enabled us to discuss key issues with the WTP co-ordinator on a regular and informal basis⁸.

In addition to observing the general day-to-day operation of the Project, we also observed some more specific activities of individual staff members. We conducted 'shadowing' exercises of (a) staff providing outreach support to clients, (b) staff accompanying clients to rehabilitative appointments, (c) staff conducting initial assessments at HMP Eastwood Park and (d) staff recruiting new clients at a resettlement fayre for prisoners in HMP Eastwood Park.

As part of the process evaluation we also regularly attended meetings of the WTP Executive Board. Our attendance at these meetings served several functions. It enabled us to track the more strategic development of the WTP (e.g. in terms of funding and management) and also enabled us to feed back some of our findings to the Board to help guide the ongoing development of the WTP. In some senses then, this evaluation could be viewed as an example of 'action research'⁹.

Notes were made during the course of each meeting, observation and shadowing exercise and typed up shortly thereafter. These notes have been used to help inform the process evaluation element of this research.

⁷ Considerable time and effort was spent arranging follow-up interviews with a larger sample of long-term clients of the WTP. However, only two of these clients were successfully interviewed – the others did not turn up. The difficulty of following up samples of offenders and people at risk of offending is widely reported in the literature (e.g. Maguire et al 2009).

⁸ Contact with the WTP co-ordinator was maintained by telephone and email throughout the entire evaluation period.

⁹ Action research can be defined as "An approach in which the action researcher and a client collaborate in the diagnosis of a problem and in the development of a solution based on the diagnosis." (Bryman 2008: 691)

RECORD-BASED DATA

An important part of both the process and impact evaluation was the examination of records maintained by the WTP staff. This quantitative data complemented the more qualitative data obtained from the semi-structured interviews and observations. The quantitative data were collected from two sources: (1) paper-based case files and (2) an electronic database.

1) Paper-based case files

Since the WTP commenced operation in November 2007, data relating to individual clients has been stored in paper-based case files at the Project's premises. Each file is carefully organised into 10 sections covering a range of issues including: a risk assessment, support plans, contact logs, referrals to external agencies, client attendance and miscellaneous correspondence. The files also contain three measures of impact: Crime Pics II, a self-esteem scale, and a bespoke measure of progress scale. These measures will be discussed in detail in the 'Measuring Impact' section below.

2) Databases

In addition to the hard copy files, the Project also stores information about clients in an electronic format. The electronic data storage system has evolved over the course of the evaluation period, from a collection of Excel spreadsheets (used to inform our earlier reports) to a more sophisticated hierarchical/relational Access database. Although much of the information stored in the database duplicates information stored in the paper-based files, it is more accessible and more readily analysable in its electronic format.

MEASURING IMPACT

The main aim of the impact evaluation was to determine if (and how effectively) the Project is meeting the needs (including the criminogenic needs) of vulnerable women in Wales. To achieve this research aim it was important to identify ways in which the impact of the Project could be measured. We identified five potential measures of impact: (1) the personal views of clients, (2) measures of self-esteem, (3) measures of progress, (4) Crime-Pics II and (5) 'distance travelled' assessments. Details of these measures are outlined below.

(1) Client views

Interviews were conducted with 15 clients. During the course of these interviews the women were asked to comment on their experiences and views of the Project. One question specifically asked the women to state whether or not the Project had made an impact on their offending behaviour. The interview data therefore provide a useful source of information about the impact of the Project on clients generally and on their self-reported offending behaviour in particular. Two important caveats, however, are (a) that most of the interviewees had only recently been referred to the WTP and hence had

not had much opportunity to ‘change’¹⁰, and (b) those interviewed were both small in number and not necessarily representative of all clients¹¹. The results must therefore be treated with circumspection.

(2) Measures of self-esteem

An important measure of impact used by the WTP is a self-esteem scale. This self-esteem scale is based on the Rosenberg Self-Esteem Scale¹² and contains a ten-item Likert scale. While the Rosenberg scale uses a four-point answer scale (strongly disagree, disagree, agree, strongly agree), the WTP self-esteem scale includes an additional ‘neutral’ option. Ideally, the self-esteem scale should be administered at regular intervals during a client’s period of engagement with the Project and the completed forms should then be logged in section six of the client’s file and entered into the electronic database.

(3) Measure of progress

The Support workers also use a ‘measure of progress’ scale to assess the need for support across eight dimensions, which closely match the NOMS pathway areas¹³. The measure uses a ten-point scale. In practice, a low level of satisfaction includes the values 1 to 3, a medium level of satisfaction includes the values of 4 to 7, and a high level of satisfaction includes the values of 8 to 10. As with the self-esteem scale, the measure of progress scale should be administered regularly during a client’s period of engagement with the Project and the completed forms should then be logged in the client’s file and entered into the database.

(4) Crime-Pics II

Crime-Pics II is a standardised instrument that offers a convenient method of measuring changes in offenders’ attitudes to offending. Crime-Pics II scores are statistically correlated with chances of reconviction, and changes in scores can be used as a proxy measure indicating a programme’s likely impact on reconviction. The instrument can also be used as a diagnostic tool to help monitor the progress of individual offenders. It is easily understood by offenders, and, when appropriate, its results can usefully be shared and discussed with them. Further details about the development and uses of Crime-Pics II can be found at <http://www.Crime-Pics.co.uk/moreinfo.html>. In order to measure changes in attitudes to offending, Crime-Pics II needs to be administered at least twice. On the advice of the research team, staff at the Women’s Turnaround Project began to use Crime-Pics II during Phase 2 of the evaluation period. However, as discussed in more detail below, relatively few repeat administrations were undertaken.

(5) Distance travelled

In the quarterly reports submitted by the Project to the Executive Board, a section is devoted to ‘distance travelled’. Within this section reference is made to the number of clients making ‘significant change’, ‘some change’, ‘no change’ and ‘negative change’. The concept of ‘significant change’ is a measure of positive change determined by the Project staff, in collaboration with the Project co-ordinator. It has been described, by the

¹⁰ The evaluation team made a real effort to interview clients who had been engaged with the Project for long periods. However, despite these efforts, only two long-term clients actually turned up for interview.

¹¹ Interviewees were usually selected for interview by Project staff on the grounds of their willingness to be interviewed. It may be the case that willing interviewees are those who performed the best and ‘changed’ the most.

¹² Rosenberg, M. (1965). *Society and the adolescent self-image*. Princeton, NJ: Princeton University Press.

¹³ Legal advice, accommodation, education/employment/training, family, health, financial, counselling, substance misuse advice.

Project Co-ordinator, as those occasions “where a woman has achieved her support plan targets in a given pathway”. Hence, the term ‘significant’ does not relate to statistical significance here. It is based on direct observation of changes in clients’ behaviour and circumstances. At the current time, the concept of ‘distance travelled’ is a useful tool with which to measure the impact of the Project on clients.

Data collection: problems and limitations

In July 2009 the evaluation team spent a week at the WTP premises in Cardiff Bay analysing both the paper-based files and the electronic records. One of the aims of this exercise was to gain a richer and more detailed picture of the work conducted by the Project staff. The team carefully examined all ‘active’ case files, which provided us with a sample of 76 actively engaged clients (we also examined 20 files of women who had disengaged from the scheme, which we analysed separately). It is important to note that the database was still evolving during the research period (e.g. data was still being entered and fields were still being defined and developed), so the available information is deficient in some respects.

A particular problem with the data collected by the scheme at this time was that the instruments (such as Crime-Pics II and a self-esteem measure) which were intended to be administered to women before, during and after their engagement with the scheme in order to produce indicators of outcomes, were rarely completed more than once, if at all, leaving us without any statistical data on outcomes. However, both practice and recording improved after our fieldwork was completed, and in June 2010 the WTP provided a new set of ‘before and after’ data. Although this still covers only a minority of cases, and has therefore to be treated with caution, it at least provides some indication of levels of change in clients. The findings from this exercise are presented in Chapter 5.

ETHICAL ISSUES

In accordance with the British Society of Criminology’s Code of Ethics and University of Glamorgan regulations, care was taken to ensure the welfare of all participants involved in the research. Each interviewee was provided with clear information (either verbally or in writing) about the research prior to the interview being conducted. Particular care was taken to ensure the welfare of women interviewed in HMP Eastwood Park and the clients of the Women’s Turnaround Project. This was done by providing both written and verbal information about the anonymous and confidential nature of the research and its aims, as well as the use of a consent form and the adoption of self-assigned pseudonyms.

SUMMARY

The section above has provided information about the methods used to conduct the process and impact evaluation of the Women’s Turnaround Project. Qualitative data were obtained through the use of semi-structured interviews, observations of the day-to-day operation of the Project, and shadowing of Project staff during outreach work. Quantitative data were obtained from clients’ files and from the Project’s electronic database. Five outcome measures were identified as potential sources of data for the impact evaluation including: clients’ views, changes in self-esteem, changes in support needs, changes in Crime Pics II scores and assessments of ‘distance travelled’.

CHAPTER 3 OVERVIEW OF THE WTP

This chapter presents a descriptive overview of the Women's Turnaround Project, briefly examining the overall oversight, funding, management structure, staffing, referral processes and standard delivery mechanisms. Comments on these structures and processes, based on interviews with staff, stakeholders and clients, will be made later in the report (see Chapter 4).

OVERALL OVERSIGHT OF THE WTP

The WTP is overseen by an Executive Board comprising senior members of NOMS Cymru, Safer Wales, the Women's Safety Unit, the Probation Service and the Prison Service (see Appendix 1 for further details). The Board monitors the delivery and operations of the WTP. It originally met on a monthly basis and currently meets formally on a bi-monthly basis to review the reports submitted by the Project co-ordinator and to consider the development and general operation of the WTP. The quarterly reports provide information on a range of issues including: staffing, referrals, distance travelled, Intensive Alternatives to Custody (IAC), Clearsprings housing, funding, visits and meetings, and training. The reports also include case studies of clients who have engaged with the Project. The Project co-ordinator regularly attends the Executive Board meetings to present the bi-monthly reports and discuss any matters arising.

The WTP continues to be funded by NOMS Cymru. However additional funding has also been obtained from two other sources. In October 2008, the WTP became part of the pilot project for Intensive Alternative to Custody Programme and received funding from NOMS Cymru to provide court assessments on women at risk of short term custody who appear before the courts covered by the IAC project in Dyfed Powys and South Wales. In June 2009, the Ministry of Justice awarded additional funding to enable the WTP to expand their services to West and Mid Wales.

MANAGEMENT STRUCTURE AND STAFFING

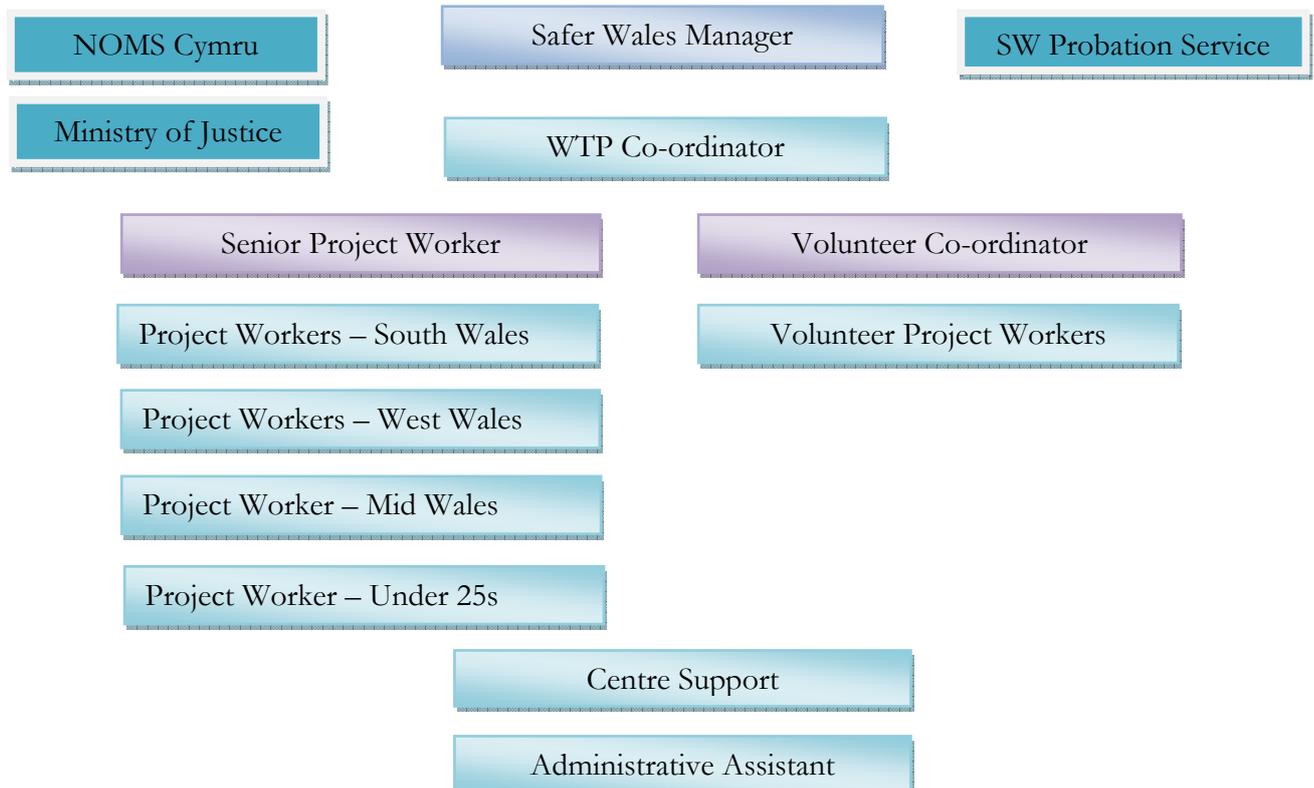
The WTP is managed by Safer Wales and is based within the Safer Wales offices in Cardiff Bay. At the time of writing (October 2009) the WTP employs 16 workers (an overview is provided in Table 3.1 and Figure 1 below). Throughout 2008 the WTP experienced some significant staffing shortages. It is encouraging to see that staff numbers more than tripled in 2009. The use of volunteer workers is also being developed and the introduction of a volunteer co-ordinator in October 2009 was a significant step in this direction.

Table 3.1 WTP staff (as at October 2009)

Job title	Main Area of Work	Hours per week	Start date
Project coordinator	All areas	39 hours	November 2007
Support worker	S. Wales	29 hours	November 2007
Support worker	S. Wales	21 hours	August 2008
Support worker	S. Wales	14 hours	September 2008
Support worker	S. Wales	36.25 hours	January 2009
Support worker	S. Wales	36.25 hours	March 2009
Support worker	S. Wales	10 hours	July 2009
Centre Support	Cardiff centre	36.25 hours	July 2009
Senior support worker	All	36.25 hours	August 2009
Support worker	Mid Wales	36.25 hours	August 2009
Support worker	West Wales	36.25 hours	August 2009
Support worker	Under 25's	36.25 hours	September 2009
Support worker	West Wales	29 hours	September 2009
Administration	Cardiff	36.25 hours	September 2009
Project Worker	West Wales	36.25 hours	October 2009
Volunteer coordinator	All areas	29 hours	October 2009
Support worker	n/a	36.25 hours	January 2008
Support worker	n/a	36.25 hours	July 2008
Support worker	n/a	36.25 hours	January 2009

Note: All areas refers to South, Mid and West Wales.

Figure 1 Management structure



REFERRAL PROCESSES

Women are referred to the WTP from a wide range of sources (see Table 4.1). Referrals are made either by telephone or in writing (often by fax) to the WTP office. An example of a referral form can be found in Appendix 2. Once a referral has been received, the Project co-ordinator will make a decision regarding the potential client's eligibility and suitability. This includes undertaking a risk assessment. If the client is deemed eligible, a case file will be opened and the women will be allocated to a single support worker. If no worker is available, the client will be placed on a waiting list. To date no woman has been turned away from the project on the basis of risk and the WTP have always sought approaches to manage risk, often utilising public spaces or through partnership work.

Once a client has been allocated to a worker, the worker will attempt to make contact with the client by telephone and, if appropriate, arrange a face-to-face meeting either in the WTP offices or at a mutually convenient location (e.g. the woman's house, at another agency's offices or a quiet coffee shop). During the first few meetings the worker will complete a detailed assessment of the client's needs and begin to develop a support plan. These early sessions are particularly important in building rapport with the client and in developing a trusting relationship. At an early point in the relationship, the client will be asked to complete a confidentiality and release of information form to enable the WTP to share information about her with other agencies to help her achieve her goals. The client is also asked to complete a self-esteem scale, the measures of progress scale and the Crime Pics II form. At various points during a client's engagement with the WTP they should be asked to complete these forms again to enable the worker (and client) to measure any progress that has been made. Figure 2 shows the key steps involved in supporting clients referred to the WTP¹⁴.

SUPPORT AND ASSISTANCE

Once the client has chosen to engage with the Project and completed all of the necessary paperwork, the assigned Project Worker will begin to support the client and start helping her to achieve her aims. While the WTP provides regular and routine outreach support, clients are encouraged to come to the WTP offices to obtain support. In addition to regular face-to-face meetings, the support workers will keep in regular telephone contact (calls and texts) with clients. The intensity and duration of contact is flexible and adapted according to the client's needs and wishes. Hence, there is no fixed plan of interaction. There is also no time limit on engagement with the WTP, which means that clients are able to receive support for as long as they need or want it. Some clients lose contact with the project unexpectedly and may fail to attend a pre-arranged meeting. If telephone contact cannot be made, the WTP will send clients letters reminding them of the support that is available should they need it. As the WTP is based on voluntary engagement, clients are never pressured to maintain contact.

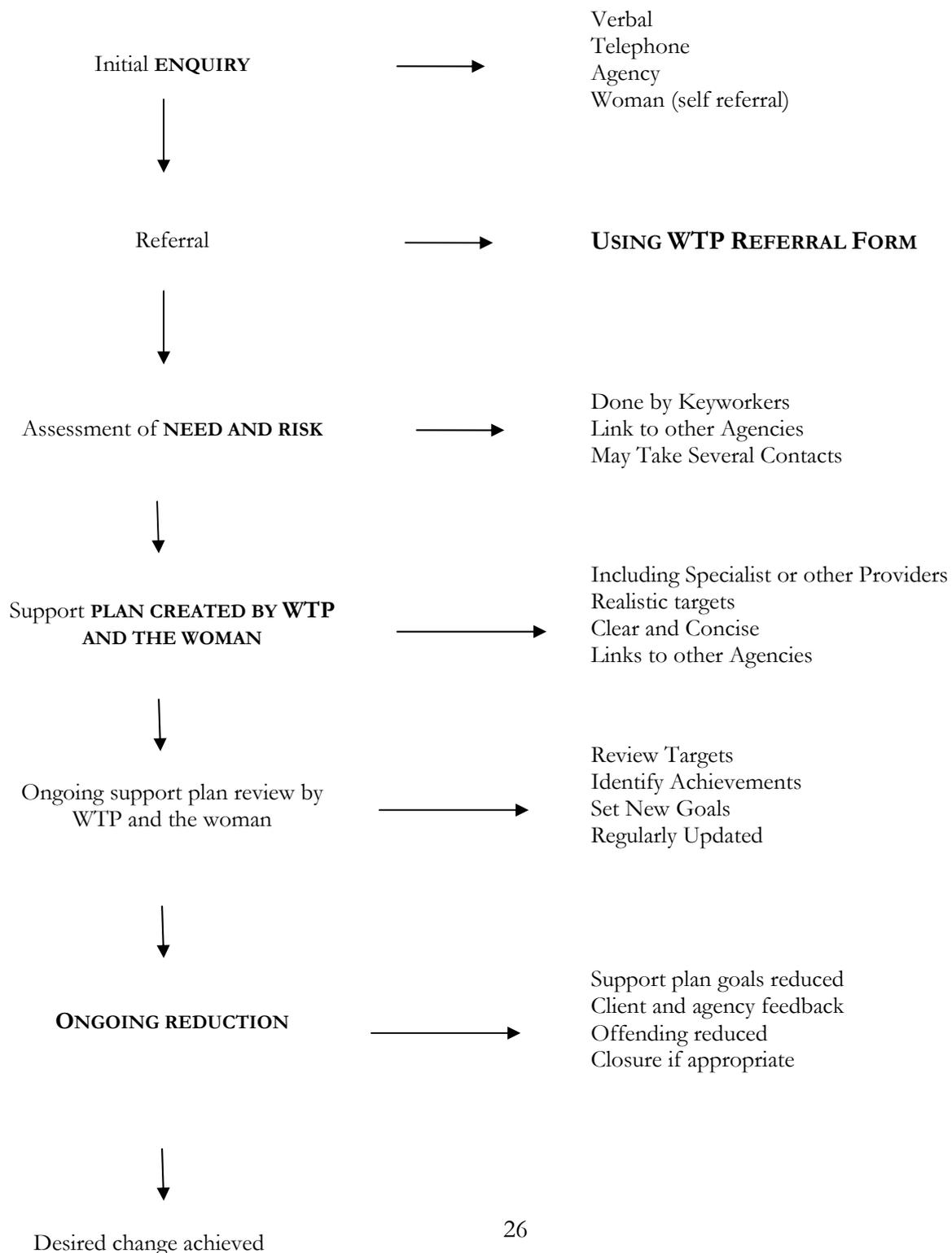
When a client does engage with the WTP, their worker will work closely with them to assist with their needs (e.g. housing, employment, substance misuse, financial issues and basic life skills). When appropriate, the worker will refer them on to relevant agencies. Importantly, the worker will not only assist the women in arranging meetings with

¹⁴ This flow chart was developed by the WTP staff and is used here purely for illustrative purposes.

service providers, but will also accompany them to these meetings when appropriate. It would have been useful to know the average length of contact that women have with the WTP. However, this information was not available for inclusion in this report.

In terms of paperwork, the worker is required to keep a log of contact with clients. These contact logs are stored in paper and electronic format (but are not linked to the project database). Support workers are also required to complete assessment forms and the various measures of progress when appropriate (e.g. Crime Pics II and the self esteem scale). The information should then be entered into the database.

Figure 2 The WTP referral process



CHAPTER 4 PROCESS EVALUATION

In the previous chapter we described the basic organisational structure and working practices of the Women's Turnaround Project. In this chapter we move on to evaluate the WTP's key operational processes. The chapter is divided into two main sections. The first section examines staffing and resource issues and investigates staff roles and staffing levels, recruitment processes, the WTP premises, relationships with partner agencies, publicity, aims and general record-keeping practices. The second section examines clients and services and explores the number of referrals received, referral pathways to and from the WTP, client characteristics, needs and services requested, services provided and general client experiences. The results of this process evaluation are based on interviews with WTP clients and staff as well as interviews with staff at referral agencies and the Executive Board. We also draw upon our observations and shadowing of the Project and from our analyses of case files. For clarity, the results are presented thematically in the sections below.

STAFFING AND RESOURCES

1. *Staffing*

Roles

At the time of writing (October 2009) 16 members of staff were employed at the Women's Turnaround Project. The duties and responsibilities of each of these roles are summarised below:

The project co-ordinator works on a full-time basis, (39 hours per week) and has overall responsibility for the project. Her duties include: recruiting and managing staff, liaising with external agencies, publicising the project, developing and maintaining information systems as well as liaising with the Executive Board and funding bodies. The project co-ordinator has been in post since the WTP was first launched in November 2007. She has therefore seen and helped the project grow and evolve into its current form¹⁵.

The senior support worker was recruited to the Project in August 2009 after the data collection phase of the evaluation was over and we were therefore unable to interview her. The senior support worker is employed on a full-time basis to act as a supervisor for the support workers and to act as a liaison between them and the project co-ordinator. The senior support worker also has a small caseload of her own clients.

The 11 support workers employed by the WTP have been in post for varying amounts of time. Three have been employed for more than 12 months and the remainder have been in post for between one and 10 months. They are all female, of varied ages (ranging from early 20s to early 50s) and all but one is Caucasian. Six of the support workers are employed on a full-time basis and five on a part-time basis (ranging from 10 to 29 hours per week). A target of 20 cases per full time member of staff is currently adopted

¹⁵ In April 2010 the co-ordinator left the WTP to take up a post in NOMS. The project management arrangements have been revamped as a result.

although this can vary depending upon the complexity of the case (the amount of work that clients generate is highly variable).

The main duties that the support workers perform are: to assess and engage with clients (both in prison and in the community), to provide support to clients, to refer clients to partner agencies for specific interventions – also known as ‘signposting’, to maintain clients’ case files and to monitor progress using various measures (e.g. self-esteem scale, measure of progress scale and Crime-Pics II).

At interview, we asked the support workers to tell us about their current roles and duties. One support worker described her role largely in terms of co-ordinating the support provided by a range of agencies. She explained:

“I suppose I see my role as crisis intervention at the beginning when they first leave custody and making sure they link into other agencies that there’s then going to be more long-term engagement with, I mean, obviously they’re already engaged, very often, with probation and DIP [Drug Intervention Programme] but it’s the other stuff that they might have missed, like the counselling, the mediation, education, training .. and very often they’ve got lots of other people working with them already, but they’re not linked into each other. So, I see my role as trying to make sure everybody’s talking and you’re not repeating each other’s stuff and you’re filling gaps as well.” (WTP Support Worker)

Another worker also commented on the links with other agencies. She explained that her role was mainly to help women who are waiting for support from other specialist agencies. She described how:

“Most agencies have a waiting list. I think, we, in the interim while they’re waiting, support them and also chase up their referrals and so definitely I think that’s an area that we definitely help them.” (WTP Support Worker)

One support worker emphasised the flexibility of her role and commented on the amount of time that she was able to spend with clients now compared with when she was working for the Probation Service. She explained:

“I worked for five years in probation ... but I love this role because, whereas there are restrictions in what you can do with people ... because I had a caseload of about 65 to 70 ... you give them a half an hour slot and they come in with forms that they need assistance filling in ... and you just haven’t got the time for them. So you can’t really work with them on the level that you can in this project. It has a bit more of a caring approach, whereas in probation, it’s all about enforcement and it’s very sort of structured and there’s no flexibility with it. Whereas this project looked a little bit more ideal because it could bring that nurturing part of me out a little bit more then and you had the time and resources then to spend time with these women to get them at a level that they need to be at.” (WTP Support Worker)

Interestingly, several support workers were troubled by the amount of paperwork that the job involved and the development of a computerised database (see page 32 on record keeping).

The difficulty of balancing the provision of support with record keeping is not uncommon in projects of this kind. For example, in a national evaluation of Youth Justice Board mentoring schemes, St-James Roberts et al (2005: 16) noted that “...projects are reluctant record keepers. Their focus is on delivering their intervention

and helping the young people with whom they are engaged, so that keeping detailed records is a lower priority.” The recent recruitment of more support workers and a full-time administrator at the WTP may go some way towards helping staff at the WTP achieve an acceptable balance between the provision of support and record keeping.

In terms of more general working conditions, the informal atmosphere in the WTP offices was described in a particularly positive way by one worker. She described how an informal atmosphere encouraged information-sharing among workers. She explained:

“because it’s informal I can ask other people’s opinions and I can talk to them about my cases whereas I suppose in a more formal setting you wouldn’t feel able to speak up maybe. You’d feel you’d have to go to a quiet room and talk to them or somewhere, whereas we can talk quite openly in the office which is great.” (WTP Support Worker)

Sharing experiences and asking colleagues for their views and advice is clearly a useful method of working. It will not only increase the confidence of workers and boost their morale but it will help to ensure that clients are provided with the best quality service possible.

Several support workers commented on the amount of outreach work that their role involves. There was a perception amongst some staff that the ratio of out-reach to in-reach work had altered over the course of time. Certainly most of the support is now provided on an out-reach basis where the workers travel into the community to meet with clients in their homes or at other convenient locations. Another worker commented on the costs of providing outreach support. In particular, she commented on the number of miles that she had to drive each month (approximately 1200 miles). She explained:

“I feel quite guilty putting my mileage in, but I can’t afford not to.” (WTP support worker)

Despite these reservations (see also Chapter 7 on WPT location and outreach issues), staff accepted that outreach work was essential

This increase in need for outreach support has also been fuelled by the rapid growth of the WTP over the last year. During the last 12 months the number of clients referred to the Project, and the number of agencies referring clients to the Project, has increased significantly. Women are now being referred to the WTP from locations across southern, mid and west Wales. Until recently, workers based in the Cardiff office were required to travel long distances to provide support to clients in these areas. One support worker felt that the WTP had evolved a little too quickly before the infrastructure was properly in place. She explained:

“I think it’s growing too quickly. I personally think it’s grown too fast without some of the basics in place ... it’s kind of branched out without being quite so organised ... somewhere there’s gotta be a bit of ... a bit more structure really. ... It’s just silly having people roaming all over the country.” (WTP Support Worker)

The recent recruitment of staff to cover mid and west Wales and the renting of office space in Llanelli (from the YWCA) are welcome developments that are likely to help keep the distances travelled by WTP staff to a minimum.

Another welcome development is the creation of a new drop-in centre for WTP clients and the recruitment of a centre support worker to run it. As the name suggests, the centre is designed for women to attend on a drop-in basis. At the time of writing the drop-in centre was under development in the Safer Wales offices in Cardiff Bay. It will provide clients with a safe place in which to meet their support worker (if they are available) and obtain support and advice from the WTP.

The recruitment of a part-time volunteer co-ordinator would seem to suggest that the WTP is planning to make greater use of volunteers in the provision of its services.

Staffing levels

We have noted at several points in this report that staffing levels at the WTP have increased significantly over the last 12 months. There are now 16 staff members including 11 support workers. This is a very positive development and is likely help to ensure that the women continue to receive the levels of support that they value so highly.

Interestingly, when asked at interview about the current (July 2009) staffing levels, one project worker indicated that the WTP was soon going to need even more staff. She explained:

“I think we’re going to need more staff in quite the near future, because word is getting around about this project now. Because it is unique, you don’t have any other projects and the only people I know who do the same sort of thing are family carers.” (WTP Support Worker)

Evidently, as the WTP continues to expand and evolve, staffing levels will need to be monitored regularly to ensure that workers are in a position to provide high quality and in-depth support. As a probation officer interviewed for our last report expressed the hope that *“they don’t get down our road where the caseloads are so high you can’t give the people the intensity they need.”*

In addition, it is important that waiting lists do not become so long that women are not supported quickly enough at critical times and/or that the project’s reputation is damaged in any way due to lengthy delays in receiving assistance. Currently, women are experiencing a two-week wait to receive their first appointment with the WTP.

2. Premises

When the WTP was first opened in November 2007 it was based in the Women’s Safety Unit in offices in Cardiff city centre. The premises were secure, woman-friendly, anonymous and had no obvious link with the Criminal Justice System. Views were mixed on the usefulness of the location with concern expressed about the location, in terms of problematic parking and the appropriateness of the building for vulnerable women. However other members of staff recognised the benefits of working in the city centre and commented on the usefulness of being near other agencies. The women themselves, however, all expressed satisfaction with the location of the Project.

Early in 2009, the Women’s Safety Unit and the Women’s Turnaround Project moved into offices in Cardiff Bay. We understand that the move was largely for financial reasons as the costs of renting office space in the city centre were considerably greater than renting space in Cardiff Bay. The WTP is now based in a building close to the Bay train station and bus stops. Entry to the building is gained through a secure intercom-

controlled entrance (or via the porter). Access to the Project is gained via stairs or lift, and then through another secure intercom-controlled door. The support workers have their own workspace and networked laptop computers within a large open plan office of their own. The project co-ordinator shares a smaller office next door with managers of other Safer Wales projects. The WTP staff have access to interview and meeting rooms, if booked in advance. In addition there is a drop-in centre that operates from the third floor of the Cardiff Bay offices. The drop in centre is open from 9:00am until 5:00pm during the week. There is always an officer on duty and clients are able to 'drop in' for support and advice. In addition, activities are run fortnightly on two afternoons per week from the drop-in centre. These include holistic massage, acupuncture, manicuring and healthy eating. These sessions are open to current clients and an option for clients who are working with other agencies.

Given the largely positive comments about the location of the WTP in the city centre, it is unsurprising to find that the move to the Bay had not been welcomed by the majority of those we interviewed. One project worker described how many clients were unwilling to come down to the Bay:

"I'm finding there's a great reluctance for them to come down here ... to the bay ... even though it's easy if you know how it's very easy to get down here, it's still either a second or third leg ... most people have a reason to go into town at some point" (WTP Support Worker)

Another support worker felt that many clients were happy to come to the office but the distance for them to travel was a little too much to ask of them:

"It's ok cos lots of women are happy to come into the office but a lot of the women that live in the valleys or further, to come to Cardiff is like asking them to, you know, cross to the other side of the world. So we, you know, there's a lot of mileage out and about and stuff." (WTP Support Worker)

Outreach, according to one worker, is now a "major part of the job". When asked about the usefulness of the location at interview, one client suggested that it would be useful if the WTP had an office in the area closer to where she lived:

"That location is okay because [WTP support worker] comes up, but it would be good as well if you had one in the area, closer, because maybe if you wanted to pop into the office, or something, because Cardiff would be a bit too far from here." (WTP Client)

As a result of the concerns of some of the support workers and clients, the WTP currently rents eight hours per week of office space from WGCADA¹⁶ (in Swansea, Neath and Bridgend) and from New Pathways (Merthyr, Carmarthen, Swansea and Risca). The WTP also rents office space from the YWCA in Llanelli. These satellite offices will undoubtedly help address the issue of providing support to women locally. The use of a mobile support unit also helps in this respect. The mobile unit is a large 6-seater vehicle with room for four people to use it as a mobile office/meeting place with a service user. It has proven particularly useful for reaching women in rural, hard-to-reach areas. It has also been used for women accessing the WTP whose home circumstances are such that a home visit is unsafe (due to domestic violence for example) and the woman does not want to meet in a public area.

¹⁶ West Glamorgan Council on Alcohol and Drug Abuse.

3. Resources

In our preliminary report we highlighted the difficulties that the WTP had experienced in the early days when funding was provided for the six-month 'demonstrator' period, as well as the positive difference made by the additional 12 months of funding that was provided by NOMS Cymru at the end of 2008. Funding for the WTP has now been base-lined into the NOMS Cymru budget and funding is also provided by the Probation Service and the Ministry of Justice. The additional funds have placed the scheme on a more secure footing and enabled the WTP to recruit more staff members and develop its services across south, west and mid Wales.

Before the additional funds were confirmed, several support workers described their concerns about their future at the WTP. One support worker described her fears but was quite philosophical about the problem:

"... it's nerve-racking, don't get me wrong. Because obviously, you do think to yourself, well what if there is no further funding. Then I'm out of a job. But, I've discussed my concerns with [the project co-ordinator] quite extensively and she's a great believer in the project, as you probably already know, and feels that even if it did go to tender and it went elsewhere, ... even if that did happen and I was out of a job at the end of the project, then at least I've got that experience that no one can take away. ... it's just having a balanced view about it really. There's no point in losing sleep." (WTP Support Worker)

The security that the additional funds provide will clearly help assuage the support workers concerns, at least in the short term. But, the problem of long-term financial security remains.

4. Publicity

Leaflets

We explained in our earlier report that the WTP publicises its functions and activities in several ways. One important way of recruiting clients is via the distribution of fliers or leaflets. In practice the fliers are passed on to staff at referral agencies for distribution among vulnerable women who may be potential clients of the WTP. The flier was revised in 2008 and is now more woman-friendly and has less of a criminal-justice focus (see Appendix 3).

The revised version of the flier has been well received by staff in referral agencies. A representative from one referral agency commented on the usefulness of the leaflets and said "I need more actually!" A probation officer also described the frequency with which she used the flier and commented specifically on the usefulness of the bullet points outlining what support is actually available:

"I use it all the time ... we've got lots here and to be honest, particularly the part where it's bullet pointed, I mean I don't tend to read the rest of it and that's the same, they look when I show them the leaflet and point out what support is available through the WTP, they can see it straight away. They can see what's on offer for them. So that's really good." (Probation Officer)

A support worker at a housing agency in Cardiff explained that she regularly used the flier but recognised that one size does not fit all. The most important thing, she explained, was the inclusion of the WTP's phone number and a clear explanation of the purpose.

"Never had any bad feedback from it. What works for one won't work for someone else. Main thing is the number and explaining what it's about clearly" (Housing Support Worker)

A probation officer also commented on the difficulty of developing a flier that suits everyone. She described how the Probation Service in her area was able to provide support re accommodation and housing issues. She would therefore be looking to the flier to emphasise what kind of help the WTP would provide above and beyond what the Probation Service already provides:

"So, really speaking, it's difficult isn't it because they're targeting probation or offenders and non-offenders, obviously, that leaflet's going to have to cover everybody. ... things like housing, for instance, we wouldn't necessarily be looking for that as a service from them. I'd rather see the softer stuff." (Probation Officer)

Presentations

To supplement the distribution of fliers, the Project staff also deliver presentations to referral agency staff. The aim of these presentations is to explain the function and services provided by the Women's Turnaround Project and thereby promote referrals in to the Project. We noted that presentations were received in different ways by various agencies with some agency representatives indicating that the presentation covered a lot of material that the referral agency staff were already aware of and others welcoming the presentation and publicity material.

Since the Project was launched in November 2007, WTP staff delivered presentations to a range of external agencies, including the Community Drug and Alcohol Team (CDAT) DIP, Street life, and Probation offices in Carmarthen, Llanelli, Bridgend and Swansea. Staffing pressures led to a reduction in the number of presentations delivered during the first half of 2009 although they increased again from the Summer of 2009. At the time when presentations had diminished, some staff were of the view that they may have become less of a priority as referrals were high:

"I mean we don't go out doing the presentations now and there's still loads of scope to do that but then if we did we'd probably be swamped really and it would probably not be the best."
(WTP Support Worker)

Given the large number of referrals received at the Project, it does seem logical to reduce the number of presentations given to external agencies. However, it may be useful to focus the presentations on agencies that currently refer only small numbers of clients (or none at all) to the WTP. This could help to ensure that the client base is diverse and not comprised solely of women who are, or have been, in contact with the criminal justice system.

Resettlement Fayres

Another method of recruiting clients to the Project has been through the promotion of the Project at resettlement fayres held periodically at HMP Eastwood Park. This has

proved to be a successful way not only to promote the services and support offered by the Project but also to directly receive referrals. Moreover, it allows project staff to engage with women at an early point to help ensure a smooth transition back into the community. To date WTP staff have attended 10 resettlement fayres at HMP Eastwood Park. These have generally been very well received and provided an important point of access to the project for women due to leave prison (further details on WTP attendance at resettlement fayres can be found in Holloway and Brookman, 2008).

Clarity of purpose

The Women's Turnaround Project offers a wide range of services and support to clients. In addition to referring women on to a diverse set of agencies, project staff also provide practical and emotional support in order to empower the women to achieve their own goals. In this regard, the remit and reach of the project is clearly broad.

During the course of interviews with referral agency staff we asked the workers to describe the aims of the WTP and the services that it provides in their own words. In our last report we noted that several interviewees were unsure what the aims were. One commented that they were "*not absolutely certain*" but acknowledged that "*a lot of services struggle to tell you exactly what they're trying to achieve*". Nevertheless, understanding of the WTP's aims seems to have improved in the period since our last report was published.

The responses of the 11 interviewees are summarised in Table 4.3 below. The responses can be broadly divided into two groups. First there are the interviewees who described the main aim of the WTP in terms of reducing offending. For example, one housing support worker explained that the WTP aimed to:

"... either reduce or stop people re-offending by providing them with, obviously, the support for a start, and a stable and safe environment as well to live in." (Housing Support Worker)

One probation officer elaborated on this point and described how the WTP provides a valuable service specifically for women offenders that lies outside of the criminal justice system:

"I think it's there to try and engage women either, you know, who are involved in offending or risk of offending ... to try and provide a service that is slightly outside of the criminal justice system really and sort of allows them to work on a voluntary basis towards things that they want to address. I think it's trying to sort of address the issue that most of our criminal justice centres are geared up towards, you know, men because they're the majority of offenders. And whilst we do have some things targeted towards women there are different ways that women need to be worked with as well and additional services are needed. And they're sort of trying to fill that gap to some extent for women in the area that it covers." (Probation Officer)

Table 4.3 WTP Aims and Services – Referral Agency Workers’ Views

Agency type	Aims of the WTP
Social Services	Not absolutely certain. To signpost to other professionals
Probation	Co-ordinating services. Single focal point.
Drug and Alcohol	Build up confidence and provide support. Coordinating role.
Housing	Prevent reoffending and provide support.
Women’s Aid	To fill a gap in services for chaotic women. Signposting. Advocacy.
Drug and Alcohol	To support women coming out of custody. Prevent reoffending. Signposting.
Housing	To reduce or stop people reoffending by providing support. Being there.
Mentoring scheme	Supporting vulnerable women, not just offenders, and victims. Rebuild lives.
Probation	To engage women who are involved in offending or at risk of offending.
Probation	To provide additional support and mentoring.
Probation	To support women with a vast area of needs.

The second aim described by interviewees was that of providing support to vulnerable women. The simple concept of ‘just being there’ and the importance of signposting clients on to other agencies was highlighted by several respondents:

“I think that actually the main service they provide is somebody actually being there. That to me is the most important service, or being able to direct them to another.” (Housing Support Worker)

“I think it’s showing the women what actually is out there for them and what support that they can get, and that they actually can rebuild their lives. Or just knowing somebody that is there for them, basically.” (Mentor)

Duplication of services

In our preliminary report we noted that there was some concern among interviewees about the possible duplication of services for women. We quoted one interviewee who wanted the Project to be very clear about the services it was providing. She wanted the WTP to explain:

“this is our role, this is our remit, these are our limits, this is what we’ll work on in partnership with you, this is what we’ll work on our own, this is how we’ll address things.”

We also commented on the potential “*overkill in support workers*” and quoted one worker who felt that people can be “*assessed to death in the care services*”. She indicated that her fear of this was one of the reasons why she had not referred women on to the Project in the past. Our subsequent research suggests that systems are now in place to help avoid any duplication of services. One housing support worker explained that her agency liaised closely with the WTP and routinely arranged three-way meetings to prevent any overlap:

“... it’s good that we liaise together with Turnaround quite closely ... we always arrange three-way meetings as well to prevent us over-lapping as well. We like to clarify who is supporting which area ... because if somebody is doing something and then I step in I could undo a lot of good work that they’ve done as well, and vice versa. So we do work quite closely together ...”
(Housing Support Worker)

There is some evidence to suggest, however, that although progress is being made in this area, there is still room for improvement. One probation officer, for example, felt that the WTP was not working closely enough with the Probation Service in her area (we deal with this and other challenges more fully in Chapter 7).

5. Record keeping

We noted in the Methods chapter above that data relating to individual clients is stored in paper-based case files at the Project’s premises in Cardiff Bay. Each file is carefully organised into 10 sections covering a range of issues including support plans, contact logs and risk assessments. In addition to the hard copy files the WTP also stores information about clients in an electronic database. The purpose of the files is twofold; (i) to keep a record of support to date and assist with ongoing support and (ii) for monitoring and accountability purposes.

In July 2009, the evaluation team spent a week in the WTP offices collecting information from the paper files and the database. During this period we examined files in relation to a sample of 76 clients actively engaging with the Project as well as a sample of 20 clients who were no longer engaging (or had not engaged). We noted considerable variation in the quality and quantity of information stored in the files. Some files were thoroughly maintained with all the necessary impact measures completed and detailed contact logs included. By contrast some files were sparse with no measures completed and no contact logs. We found that certain support workers appeared to be more rigorous in their record keeping than others.

At interview, one of the support workers talked about the difficulty of balancing record keeping with providing support to clients. She explained:

“I’m not the best with IT as it is but, you know, if that’s what I was needed to do, I would do. ... you have to do the paperwork but you want to be ... have the time, time is precious, you wanna be there rather than you know typing bits and pieces up” (WTP Support Worker)

From our analysis of the case files we discovered that contact logs are typed up and stored in Word documents that are not linked up to the WTP database. Some of these are also printed off and included in the case files, although, as another support worker stated, there was some confusion and inconsistency involved in this process.

“I think the admin could be streamlined a bit really. I suppose to give you a little example like we, we all do lots and lots of contact notes, but we don’t all print them off and we don’t all really know whether they need to be printed off or not ... I don’t know whether they’re needed to be printed, to be truthful. All I know is that mine are there on the computer and some of them are printed off. They’re not printed off every time you put something in.” (WTP Support Worker)

Whilst we clearly recognise the importance of detailed descriptions of any contact with clients, it might be useful if a quantitative summary of the contacts was also stored within the database. Perhaps a list of the number and type of contacts made (e.g. telephone calls, texts, face-to-face meetings, visits to agencies) could be recorded and included in the Quarterly reports to the Executive Board. This would help the WTP to demonstrate the amount of work the WTP staff routinely perform.

On a more positive note, the support workers did recognise the usefulness of the electronic database. In particular one support worker liked the facility that enabled her to see the improvement in client's situations:

"The computer work has helped them to see what's going on and improving "... it's only when you have to focus on what they've improved on you think ooh yeah that's looking better than I thought it was sometimes." (WTP Support Worker)

CLIENTS AND SERVICES

In the previous section we considered the general operating processes of the WTP. In this section we move on to examine what the WTP is actually doing in practice. First we look at trends in referrals *into* the Project and investigate the number and source of all referrals received to date. We then move on to examine referrals from the Project *onwards* to partner agencies. In the third section we consider the number of currently active cases and compare this with formal targets set by the funding body. In the final section we explore the needs of clients and the services provided by the WTP to clients and evaluate the quality of service provided.

The Women's Turnaround Project engages with partner agencies in two main ways:

- (1) The Project accepts referrals **from** partner agencies
- (2) The Project refers clients **on** to partner agencies for specialist care and assistance

We deal with each of these in turn below.

1. Referrals into WTP: numbers, characteristics, and sources

Table 4.1a provides information about the number of women referred to the Women's Turnaround Project in the 12-month period ending 31 October 2009. The figures show that 399 women were referred to the WTP during this period. The quarterly referral rate rose fairly steadily from 43 in the first quarter to 66 in the sixth quarter, followed by a temporary dip in the summer of 2009. The more fluctuating monthly referral rates can be seen in Figure 4.

Our analysis of case files undertaken during July 2009 enabled us to examine the characteristics of clients actively engaged with the WTP at that time. The data showed that the mean age of clients was 32.3 years and that the majority (93%) were white.

Table 4.1a: Referral patterns per quarter (Nov 07 to Oct 09)

Quarter	Total number of referrals
Nov 07 - Jan 08	43
Feb 08 - Apr 08	48
May 08 - Jul 08	58
Aug 08 - Oct 08	59
Nov 08 - Jan 09	54
Feb 09 - Apr 09	66
May 09 - Jul 09	25
Aug 09 - Oct 09	46
Total	399

Figure 4 Referral patterns per month (Nov 07 to Oct 09)

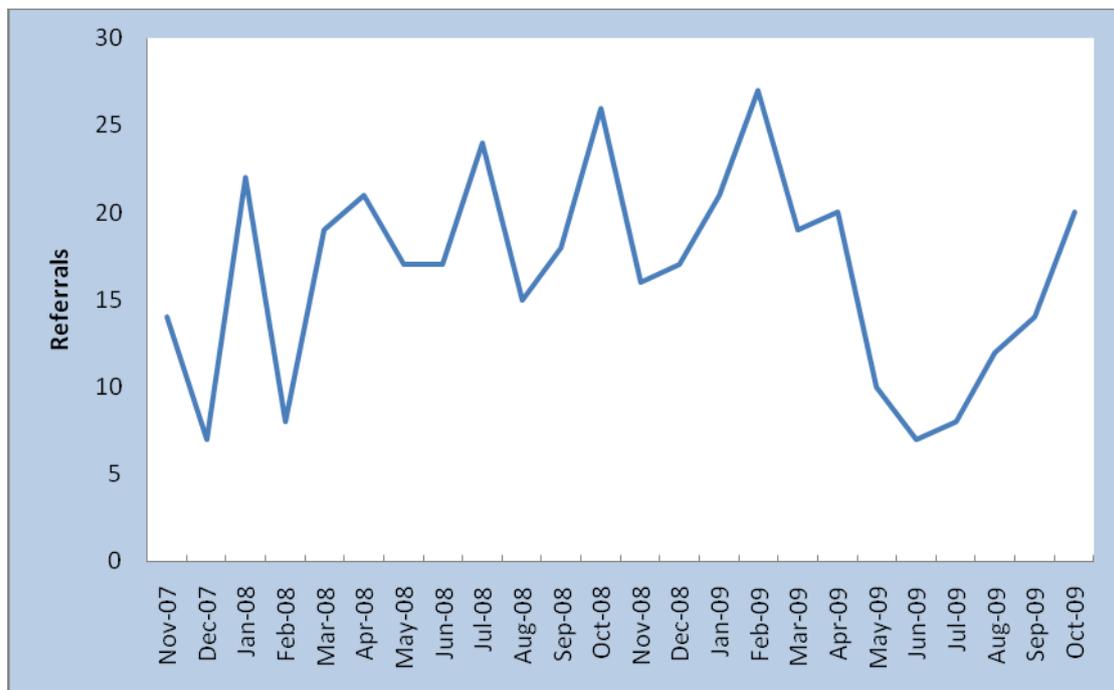


Table 4.1b provides information about the main source of referrals and the six month period in which the referrals were received. To date, referrals have been received from 30 different sources including two prisons, the Probation Service (seven different offices), Social Services, the Heath Hospital in Cardiff, Cardiff Police, numerous voluntary agencies, Cardiff Crown Court and family members. The number of agencies referring clients increased significantly over the course of the evaluation period indicating that word of the Project was gradually filtering through to the relevant groups.

Table 4.1b Main sources of referral per quarter (Nov 07 to Oct 09)

Source of referral	Nov 07 - Apr 08	May 08 - Oct 08	Nov 08 - Apr 09	May 09 - Oct 09	Total
Probation [1]	20	37	49	48	154
HMP Eastwood Park [2]	49	53	42	4	148
CADT [3]	4	2	8	2	16
Other [4]	18	25	21	17	81
Total	91	117	120	71	399

Notes: [1] Including Probation Services at Cardiff, Pontypridd, Newport, Vale of Glamorgan, Caerphilly. [2] Including 24self-referrals from prisoners at HMP Eastwood Park. [3] Community Alcohol and Drugs Team. [4] Other include Women's Aid, Huggard Centre, Llamau, Salvation Army, TSS, Inroads and a range of other agencies in South Wales

In the first six-month period (November 2007 to October 2008), the major source of referrals was HMP Eastwood Park. This one prison was responsible for nearly 50% of all referrals during that time. The Probation Service referred just over one-quarter of cases at that stage. More recently the Probation Service has emerged as the major source of referrals (48 cases in the quarter ending October 2009 compared to four cases from HMP Eastwood Park). This is an interesting new trend that appears to be the result of growing awareness of the WTP across the Probation Service. On the former issue, we noted in our previous report (Holloway and Brookman, 2008) that the high rate of referrals from HMP Eastwood Park at that time seemed to be due to the work that Project staff were putting into attending numerous prison fayres, as opposed to proactive work via prison staff. As one of the Support Staff explained to us at that time:

“They weren’t referring them themselves, what we’ve done, when we went to the fair we filled them in and the prison signed them. So it’s counted as a prison referral but really the referral has been down to us, the women referring themselves and the prison signing it really. It’s not been the best with the prison”

Finally of note, referrals from drug agencies increased over time with 17 referrals in the second three quarters compared to 6 in the first three quarters.

2. Referrals from the WTP

Staff at the WTP **refer clients on to** a wide range of partner agencies. Table 4.2 (at the end of this chapter) presents details of all the agencies to which clients were referred, in the 12 month period ending October 2009. For clarity, the agencies have been divided into eight broad themes: housing, alcohol and drugs, debt and finance, education training and employment, emotional wellbeing, family and relationships, physical health, and other. The table shows both the number of agencies contacted and the number of actions taken relating to these referrals. For example, 25 housing agencies were contacted during the 12 month period and 211 actions were taken. An ‘action’ involves some kind of contact with an agency (e.g. a telephone call, email, fax or visit) that is specifically linked to the client’s support plan and has a clear and definable outcome.

Between November 2008 and October 2009 the WTP referred clients onto a total of 106 different agencies across eight broad categories (Table 4.2). Housing-related agencies

comprised approximately one-quarter of the total number of agencies which is perhaps unsurprising, given that housing needs are often a priority for clients. Nevertheless, the list contains an impressive number of agency referrals across all eight categories including 19 agencies signposted for emotional wellbeing, 16 for education/training and employment, 15 for financial matters and 11 for assistance with alcohol and/or drug related difficulties. The fact that women often require help with a wide range of issues demonstrates the importance of a good all-round working knowledge of services for women in Wales.

Invariably women are provided with intensive assistance as part of the process of being referred on. For example, they are provided with practical advice and assistance in terms of completing paperwork, such as housing application forms but also often accompanied to appointments and provided with emotional support. Table 4.2 illustrates the high number of 'actions' taken by WTP staff (approaching 900) in the one-year period between November 2008 and October 2009. Actions in relation to housing were most prevalent (211), followed by those in relation to emotional well-being (189) and debt and finance (167).

Interviews with clients of the Project have revealed that it is common for clients to seek assistance on a range of concerns. Figure 3 below shows that Louise (a pseudonym) requested (and received) help with six distinct issues (housing, drug treatment, mental health, employment, family and legal issues). The assistance that she received included signposting but also involved her support worker contacting personnel at each of these agencies (via telephone or letter for example) and visiting key agencies with Louise. This illustrates the wide-ranging nature of the work undertaken by Project staff in assisting women with multiple needs (see also Appendix 4 for a selection of vignettes of women who have received assistance from the WTP).

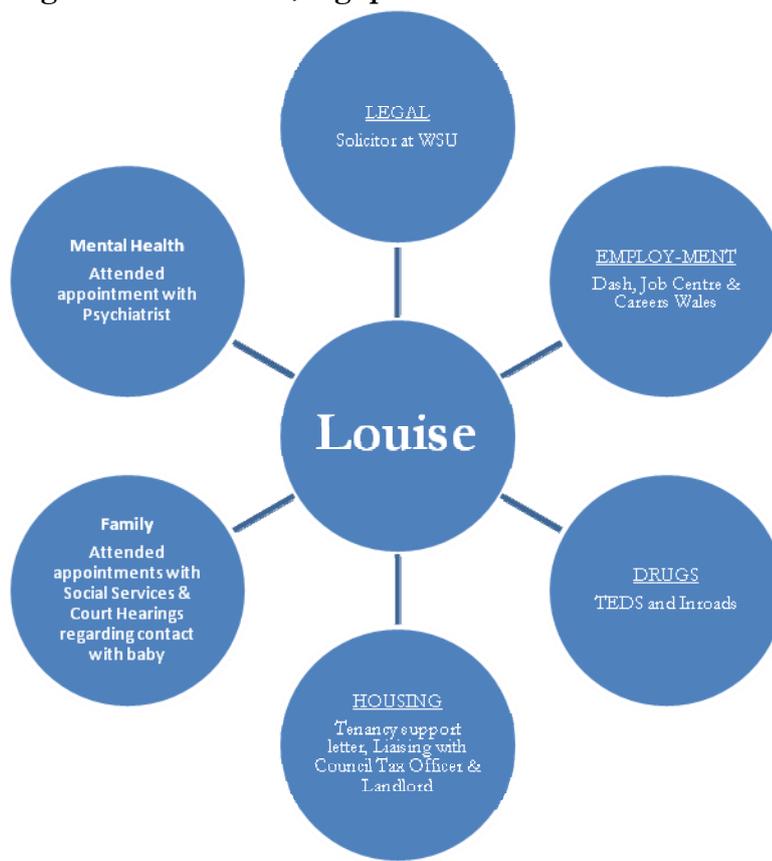
Moreover, the women are invariably provided with intensive levels of emotional support in tandem with practical assistance. For example a great deal of morale boosting and 'hand-holding' occurs throughout interactions between clients and support workers. Without this support many of the women would not attend important appointments.

3. Caseloads

On 5th October 2009, it was reported by the Project Co-ordinator that the WTP had an active caseload of 104 clients with 12 women on a waiting list. The average waiting times for newly registered clients was 2-4 weeks as of August, 2009. Finally, 47 women were pending in prisons.

The WTP were set a formal target of 100 new referrals between April 2008 and March 2009 along with an additional 50 new service users (i.e. women referred who actually engaged with the Project). The figures show that the Project surpassed the referral target, with 238 referrals during this period. They also surpassed the targets for new service users in that approximately 100 new women actively engaged with the project over the same period.

Figure 3: Agencies Contacted/Signposted for one Vulnerable Woman



4. Needs and services requested

Prisoners at HMP Eastwood Park

In our preliminary report we presented findings from our interviews with 10 women who were being held at HMP Eastwood Park. These women were interviewed in order to determine what their immediate needs upon release would be. We discovered at that time that most of the women have a range of needs rather than just one specific need. Concerns regarding housing and accommodation upon release appear to be the most critical. Eight of the ten women identified housing as a concern upon release and for five of these, receiving assistance in relation to housing was a priority. Seven of the women were hoping to receive assistance to help them to abstain from drug and alcohol abuse or to manage their addiction. Six of the women were hoping that the Project could refer them to effective counselling services to help them with a range of emotional needs. These women reported suffering emotionally from the effects of sexual abuse, physical abuse and domestic violence. Seven of the women were also keen to gain advice and assistance in order to help them to find employment or to undertake education or training. Assistance with financial and legal matters was less of a priority for the women interviewed.

Clients' needs

Data from the WTP in relation to 127 women engaging with the Project illustrate further the range of support required. As indicated in Table 4.4. below, assistance with drug

related problems, accommodation and mental and physical health issues were the most prevalent needs reported amongst this group.

Table 4.4 Number and percentage of women (live cases) with needs across all categories

Need	Number of Women	Percentage
Drugs	100	79
Accommodation	91	72
Health(Mental/Physical)	85	67
Employment/Training	71	56
Debt/Finance	68	55
Alcohol	64	50
Children/Social Services	61	48
Attitudes, Thinking, Behaviour	61	48
Domestic Violence	61	48
Family/Relationships	59	47
Sex Work	23	18

We were also able to explore the needs of women during our interviews with fifteen clients of the Project. Details of these needs are presented in Appendix 5. The table demonstrates the varied needs of the clients engaged with the Project. Overall, the top three priorities identified during the eighteen interviews with the women were (i) general emotional support; (ii) housing and (iii) employment/education. Very often the women required fairly intensive assistance with two or more issues. Kimberley, for example, reported needing help to find supported accommodation and also wanted assistance and support with family difficulties and financial issues. Lucky's priority was to gain support to cease her consumption of alcohol as well as related health and financial problems. Lindsay reported needing help with obtaining housing benefit and counselling for her anxiety and depression. Jane, meanwhile, wanted help and advice in dealing with her abusive and violent son and *"someone to talk to"*. Kelly was interviewed with her partner, Claire, and together they sought help on a range of issues but wanted particular assistance with controlling their alcohol use and associated offending behaviour. Gwen was less specific and simply wanted help with *"everything"*. Sian was in need of medication to help her with detoxification. It emerged from interview that she had been released from prison 18 days early (on end of custody licence) and no provision had been put in place for her to continue the detoxification programme that she had begun in prison. Unlike the other clients, Stacy spoke of the need for *"just support really, just a be-friender"*.

SUMMARY

This section has explored how the Women's Turnaround Project has developed and the manner in which it is now operating. It has drawn on data from interviews with clients, staff and employees of other agencies. A wide range of issues have been discussed including: staffing levels, recruitment, premises, resources, publicity, clarity of purpose, referral rates, referral pathways, the needs of clients and the services delivered by Project staff.

Overall, the findings have been positive. Of note, staffing levels have increased significantly since the Project's inception from two to sixteen staff and the Project has impressively surpassed their targets for referrals and new clients (gaining well over twice as many referrals and double the number of new clients). Moreover, they referred clients to over 100 different agencies in the one year period (November 2008 to October 2009) and completed nearly 900 actions. Referrals from prisons have decreased whilst those from the Probation Service have increased significantly. The development of the drop-in centre (due to open soon) is a welcome addition and could be a useful source of support for those women who are able to 'drop-in'.

On a more negative note, we uncovered that the move to Cardiff Bay (from the centre of the City) had not been well received by all concerned and was not as appealing practically for staff or clients. Staff also had some reservations about the paperwork that they were required to complete. Some were, finding it difficult to juggle with their outreach work, and not all were clear as to the purpose of all aspects of the record keeping systems in place. It has already been noted that the researchers found deficiencies in the quality of record-keeping generally, and it may be that issues around staff attitudes and understanding are related to this. There will be further discussion of record-keeping in Chapters 5 and 8.

Table 4.2 Partner agencies to which WTP clients were referred (Nov 2008 to Oct 2009)

Housing	Alcohol & Drugs	Debt & Finance	Education, Training & Employment	Emotional Wellbeing	Family & Relationships	Physical Health	Other
Housing options	WGCADA	DWP	CareersWales	Bridgend MH team	Bridgend adoption team	GP	POVA
Bridgend homelessness	DIP	Pathways	Pathways	GP	Children Services	Surgery	Community Safety
Wallich	CMHT	Jobcentre Plus	Job Centre	Social Services	Social Services	Dentist	Buttle Trust
RCT housing	CAU	Welfare Rights Unit	College	Bridgend CMHT	Cardiff Women's Aid	Leisure Centre	BAWSO
TSS Wallich	CDAT	RCT council	Women's Workshop	MIND	St Mellon's Children's Centre	CAU	Victim Support
Llamau	TEDS	Bay Collections	RCT council	New Pathways	Hutchinson & Thomas	DLA	Bobbyvan Trust
Ty Seren	Whitchurch Detox	Housing Benefits	Cyber bus	CMHT	Homesafe	Epilepsy Clinic	
Marland house	GP	CAB	CCC	NewLink			
Hafod Housing Assoc.	Care of Children	CCG	OCN	Hospital			
Blaenau Gwent Housing	CRI	JSA dept	The Friary	MAPPA			
Bridgend Housing	Inroads	Riverside advice	Learn Direct	Women's Aid			
Caerphilly Housing		CCC	Construction Youth Trust	CADT			
TSS		ESA	Interlink	Link Centre			
Hafod care		LEA Newport	InRoads	POVA			
Gwent Homes		DLA	Community Learning Centre	PDSA			
Cardiff County Council			Employment and Support	CRUSE			
Pembrokeshire Council			Allowance	SARC			
Cardiff Housing				CAU			
Taff Housing				Family Planning Clinic			
Pentreban Centre							
Homesafe							
Janner House							
Oak House							
Social Services							
Castel Housing							
211 actions	80 actions	167 actions	32 actions	189 actions	101 actions	96 actions	Unknown
25 agencies	11 agencies	15 agencies	16 agencies	19 agencies	7 agencies	7 agencies	6 agencies

CHAPTER 5 IMPACT EVALUATION

In the previous section we explored the process by which the Women's Turnaround Project was developed and the manner in which it is currently operating. In this chapter we examine the impact of the WTP to show whether or not it is achieving its aims. In the first part of the chapter we examine quantitative data obtained from the WTP paper case files, electronic database and quarterly reports presented to the Executive Board. In the second section we focus on the qualitative descriptions of impact obtained from semi-structured interviews with clients and other key stakeholders. The findings that emerge from this qualitative data build on and extend the findings presented in our report relating to Phase I of the evaluation (see Holloway and Brookman 2008).

It should be said at the outset that there were significant gaps in the data recorded by the Project. Most importantly, measures of self-esteem, self-assessed problems and attitudes to crime were in all but a few cases taken only once, greatly reducing the possibilities of quantifying change. For this reason, there is relatively little that can be said at this stage in quantitative terms about the impact of the project in meeting women's needs or changing their attitudes or behaviour. Nevertheless, we shall present a brief analysis of the relevant data that does exist. This is based on records added after the end of our fieldwork period¹⁷. While the findings presented are not often statistically significant, they at least give some indication of outcomes that have been achieved.

For the purposes of this impact evaluation, we have relied upon the aims outlined in the business case and the revised publicity material and have identified that the Women's Turnaround Project has two main aims: (1) to reduce the risk of offending among vulnerable women; and (2) to help vulnerable women achieve personal goals (see Chapter 1 for fuller details of the aims of the WTP).

QUANTITATIVE ANALYSIS OF IMPACT

The section is divided into four parts. The first examines the impact of the WTP on clients' self-esteem as measured by an adapted version of the Rosenberg Self-Esteem scale. The second part explores the impact of the WTP on clients' needs as measured by the bespoke 'Measure of Progress' scale. The third section considers the impact of the WTP on clients' attitudes to offending as measured by Crime-Pics II. The fourth section reviews data on the 'distance travelled' by 56 clients of the WTP that were presented to the Executive Board in the Quarterly Report (10/09/09)¹⁸.

1. *Self-esteem*

Research has shown that people with high levels of self-esteem are less likely to commit crime than people with low levels (Scheff et al. 1989). People with high levels of self-esteem are also more likely to achieve personal goals. One way of evaluating whether the WTP is achieving its aims (of reducing reoffending and helping women achieve personal goals) is therefore to examine whether WTP clients experienced an increase in self-

¹⁷ In the six-month period following the submission of our draft report (in October 2009), the WTP staff addressed some of the data collection issues that we had highlighted. The analyses presented here are therefore based on new data provided to us by WTP staff in June 2010.

¹⁸ This sample of 56 women had been engaging with the WTP for sufficient time in which to allow their needs to be assessed.

esteem following engagement with the Project. Any increase in self-esteem could then be viewed as evidence of positive impact.

Self-esteem was measured using an adapted version of the Rosenberg Self-Esteem Scale. One way of exploring change in self-esteem is to compare mean scores at different points in time. Any increase in score reflects an increase in self-esteem. The figures in Table 5.1 show that the mean self-esteem score among clients increased from 26 at the first measurement point to 29 at the second. This increase was statistically significant at the $p < .05$ level which would seem to indicate that the WTP is effective in boosting the self-esteem of its clients. It is important to acknowledge, however, that there is a possible bias in the findings. Clients who completed a second or third questionnaire may have been more likely to have improved than those who did not (we were unable to determine this). Furthermore, the dip in self-esteem at the third measurement point suggests that any increase in self-esteem may be short lived. However, this decrease was not statistically significant and was based on the responses of only six clients for whom three measures of self-esteem had been taken.

Table 5.1 Changes in mean self-esteem

Average	First	Second	Third	Significance of change [1]
Mean score	26	29	27	*
Median score	28	29	29	
Total N	36	36	6	

Notes: [1] From first to second measurement point. Paired samples T-test. * $p < .05$.

An alternative way of exploring changes in self esteem is to identify the number of cases where there were increases or decreases in self-esteem. The figures in Table 5.2 show that self-esteem increased among the majority of clients measured. Indeed, two-thirds of clients measured on two occasions and two-thirds of clients measured on three occasions, experienced an increase in self-esteem between the first and last measurement point.

Table 5.2 Changes in self-esteem

Measurement points	Decrease in self-esteem	No change	Increase in self-esteem	Total N
First to second	25% (9)	8% (3)	67% (24)	36
First to third	33% (2)	0% (0)	67% (4)	6

Overall, the findings in this section suggest that the Project is having a generally positive effect on the self-esteem of its clients. However, these findings should be interpreted with caution given the small sample sizes and the possible sample bias.

2. *Measure of Progress (MoP)*

The Measure of Progress scale is completed by the client (with assistance from her support worker) and enables her to see the distance that she has travelled during her engagement with the WTP. The scale can therefore be used as a proxy measure of impact. In practice this was done by examining changes in support needs over time to determine if needs had been met and the necessary support provided. For example, if a client joined the WTP with high a need for support with family issues and after a period of engagement with the Project reported a low need for such support, this could be considered evidence of positive impact. Of course, it must be remembered that an increase in need is not necessarily a sign that the Project is having a negative impact. The Project may well have helped the client recognise that they actually have a need for support with, say, substance misuse problems. Whilst the Measure of Progress scale is clearly not a perfect tool with which to measure ‘impact’, it is not unreasonable to assume that in most cases a decrease in need is a sign of positive impact. The following analyses proceed on this basis.

We identified two ways of examining changes in support needs. The first involved comparing the mean score at first measurement point with the mean score at the second measurement point. The figures in Table 5.3 show that for all but one of the areas of support, the mean level of need reduced over time. The only exception was for legal advice where the level of need increased slightly (from 3.67 to 4.05). For housing and health, the change in mean score was significant at the $p < .01$ level. For financial and substance misuse the change in mean score fell just short of the critical level of statistical significance ($p = .051$ and $p = .058$ respectively).

Table 5.3 Changes in mean score on Measures of Progress scale

Support need	First measurement	Second measurement	Total N	Significance of change
Legal advice	3.67	4.05	21	ns
Housing	7.33	4.33	21	**
ETE	5.57	4.95	21	ns
Family	5.81	5.10	21	ns
Health	6.62	4.00	21	**
Financial	7.14	5.52	21	ns
Counselling	7.24	5.71	21	ns
Substance misuse	6.24	4.10	21	ns

Notes: ** $p < .01$, ns = not significant. Paired Samples T-Test.

The second way of measuring changes in MoP scores is to examine the number of cases where the need increased or decreased. The figures show that the biggest decreases between first and second measurements were in respect of clients with support needs relating to health (62%), housing issues (57%), and counselling (52%). While it is possible that the increase in need reported by a minority of clients (e.g. 38% of clients with family issues and 33% of clients with employment, education and training needs) may be an indication of negative impact, it is not possible to conclude this with any certainty. It is possible that after engaging with the Project clients may be better able to recognise that they need help with certain issues.

Bearing in mind the caveats relating to small sample sizes, the findings in this section indicate that the WTP is having a generally positive impact on client needs. There is some evidence to suggest that the Project is better equipped to support particular types of need (e.g. health and housing issues) and less able to support other types of need (e.g. legal issues).

3. *Crime-Pics II*

Due to small sample sizes and the absence of a suitable comparison group, it was not possible to conduct a formal reconviction study using the Police National Computer. It is therefore not possible to demonstrate statistically whether the WTP has been effective in achieving its main aim of reducing offending. What we have been able to do, however, is measure changes in the women's attitudes to offending as measured by Crime-Pics II. Crime-Pics II scores have been statistically correlated in other studies with chances of reconviction and changes in score can therefore be used as a proxy measure of the WTP's likely impact on reconviction.

The figures in Table 5.4 show that improvements were made by 30 per cent or more of the sample in each of the five Crime Pics II categories. The greatest improvements were in terms of perception of current life problems, which improved among 58 per cent of clients, and anticipation of reoffending, which improved among 48 per cent of clients. By contrast, evaluation of crime as worthwhile moved in a negative direction slightly more often than in a positive direction (35% compared with 30%). If similar findings emerge from a more reliable set of data, this could indicate that relatively little direct attention is paid by WTP staff to issues around attitudes to offending.

Table 5.4 Changes in Crime Pics II scores (first to second) (n=40)

Crime-Pics II	Improved	Not changed	Worsened
General attitude to offending	30% (12)	45% (18)	25% (10)
Anticipation of reoffending	48% (19)	20% (8)	33% (13)
Victim hurt denial	30% (12)	43% (17)	28% (11)
Evaluation of crime as worthwhile	30% (12)	35% (14)	35% (14)
Perception of current life problems	58% (23)	30% (12)	13% (5)

Similar points can be made about mean Crime Pics II scores at the first and second measurement points (see Table 5.5). The figures suggest that general attitudes to offending worsened slightly over time (from 2.90 to 3.03) as too did the evaluation of crime as worthwhile (from 3.13 to 3.25). However, anticipation of reoffending, victim hurt denial and perception of current life problems all improved. None of the above changes were statistically significant. However, the improvement in the perception of current life problems was significant at the $p < .01$ level. This would seem to suggest that the WTP is more effective in helping clients with their life problems than (at least in the short term) with issues specifically relating to crime.

Table 5.5 Changes in mean Crime Pics II scores (n=40)

Crime-Pics II	First measurement	Second measurement	Significance of change
General attitude to offending	2.90	3.03	ns
Anticipation of reoffending	4.43	4.08	ns
Victim hurt denial	2.95	2.83	ns
Evaluation of crime as worthwhile	3.13	3.25	ns
Perception of current life problems	7.38	6.13	**

Notes: ** p<.01, ns = not significant. Paired Samples T-Test. Scaled scores.

4. *Distance travelled*⁹

'Distance travelled' is a measure of change determined by WTP staff in collaboration with the project co-ordinator. It is based on direct observation of changes in clients' behaviour and circumstances. The figures in Table 5.6 have been extracted from the Quarterly Report submitted to the Executive Board in September 2009. The figures indicate that the WTP is having a largely positive impact on its clients. Indeed, negative change was reported in respect of only two clients in two support areas (drugs and children). For each of the 14 support areas measured, the majority of clients were reported to have experienced at least some change in a positive direction. It was generally only a minority who had experienced no change at all.

Table 5.6 Distance travelled among selected WTP clients (n=56)

Distance travelled	Significant change	Some change	No change	Negative change	Total N need/risk
Accommodation	41% (16)	31% (12)	28% (11)	0% (0)	39
Offending	61% (11)	22% (4)	17% (3)	0% (0)	18
Anti-social behaviour	50% (1)	0% (0)	50% (1)	0% (0)	2
Alcohol	32% (10)	42% (13)	26% (8)	0% (0)	31
Drugs	38% (13)	24% (8)	35% (12)	3% (1)	34
Children	32% (8)	28% (7)	36% (9)	4% (1)	25
Family	37% (11)	23% (7)	40% (12)	0% (0)	30
Debt & financial	21% (6)	31% (9)	48% (14)	0% (0)	29
Domestic violence	48% (16)	19% (6)	33% (11)	0% (0)	33
ETE	19% (5)	39% (10)	42% (11)	0% (0)	26
Physical health	46% (6)	46% (6)	8% (1)	0% (0)	13
Emotional health/well-being	29% (10)	43% (15)	28% (10)	0% (0)	35
Peer pressure/peer offending	50% (4)	12% (1)	38% (3)	0% (0)	8
Self-harm	62% (13)	14% (3)	24% (5)	0% (0)	21

Notes: Sample selected by WTP staff on basis that the women have been engaged with the Project for a sufficient amount of time to allow needs to be assessed.

SUMMARY

This chapter has so far focused on quantitative measures of impact. It has presented and described the results of four different outcome measures. Unfortunately, what can be

¹⁹ The concept of 'distance travelled' used to be known as 'significant positive steps'.

concluded from them is limited and may even be misleading, owing to major gaps in the data – in particular, the shortage of second and third administrations of questionnaires, which are critical to the measurement of change (i.e. ‘before’ and ‘after’ engagement with WTP). We have presented the data that we do have available, but when reviewing the results presented in this chapter it is essential that readers remember that few of the findings are statistically significant and that the samples are very small. Nevertheless, the analysis did show a significant improvement in self-esteem (at least in the short term) and significant progress in relation to housing and health issues. A significant improvement in the perception of current life problems was also identified. The only areas where any negative impact was apparent (again, neither reliable nor statistically significant), concerned the lack of progress in relation to legal issues, and in the worsening of attitudes to offending and the evaluation of ‘crime as worthwhile’. The latter point may warrant further research to determine whether the finding has any substance.

QUALITATIVE ANALYSIS OF IMPACT

This section further explores the impact of the WTP upon clients drawing, in this instance, upon qualitative interview data with clients and, where appropriate WTP staff. These data provide evidence of the progress that many clients have made since engaging with the project. Whilst many of the women had immediate practical issues that they wanted help in resolving, most talked at some length about needing emotional support in order to move their lives forward. As indicated earlier, the top three priorities identified during the eighteen interviews with the women were (i) general emotional support; (ii) housing and (iii) employment/education (see Appendix 5).

One measure of progress (albeit subjective and difficult to measure) is women’s own perceptions of improvements in emotional stability. In fact, for most of the women we spoke to, gaining assistance to feel more stable was critical to their ability to cope and move forward with their lives. Hence, when questioned about what aspects of the project were most important to them, foremost in the women’s minds was the emotional support that they were receiving.

Well she's just there for me. Do you know what I mean? So that sums it all up. She's actually there for me (Damian).

The ability of staff to uplift the women and instil them with a sense of purpose, confidence and ultimately to bolster their self-esteem was particularly important:

Just support really, just a befriendersometimes I don't look at things straight, when I am low and I am depressed I'm quite negative and I just assume that the worst is going to happen so I need someone sometimes to just be with me and say 'well no if you look at it like this, or if you look at it like that, or have you tried to do this or have you tried to do that' because my lack of motivation when I'm depressed will stop me from doing things (Stacy).

Some sort of crutch. Some sort of support when I felt that I was going to go off the rails. I needed someone that would say, "Oh wait a minute, don't go and do that" (Pippa).

They build my confidence, confidence building and self-esteem they're always saying 'you're worth more than that' and encouraging, very, very encouraging I find (Gwen).

As the women's confidence and self-esteem grew they found themselves able to achieve goals that, in some cases, had been unimaginable:

"Yeah. They do give you the confidence to do things you know? Saying 'you are capable of doing it' whereas before you think maybe 'no, I'm not going to do that' but yeah. I mean I've got an interview tomorrow I never thought that was going to happen." (Jane)

Many of the women that we interviewed were highly reliant upon their support worker and would simply not have attended appointments, some of which were of vital importance to their wellbeing, if they had not had such support:

She's attended all the appointments with me, she's made phone calls for me. Yes she's just done everything for me, I don't think there's anything else she could do. Like she encouraged me to go to that job interview. And through my depression she supported me through that and came to the doctor's with me, came to the psychiatrist with me. She's been to see the social workers with me, my solicitor with me. She even came to the Job Centre with me this morning and Careers Wales (Louise).

Support Staff recognised that they spend many hours attending appointments with their clients, especially doctor's appointments but also appointments with psychiatrists, counsellors, solicitors, probation officers, social services as well as attendance at court hearings.

For other women, the support that they had received had a direct and positive impact upon their drug and alcohol consumption and housing needs or, more often, some combination of these needs. For example, Sian was released early from prison mid-way through drug-treatment and no provision had been put in place for her to continue the detoxification programme that she had begun. She was in desperate need of medication to help her with detoxification. Her story illustrates the importance of both the crisis work undertaken immediately but also the longer-term benefits of that work. From living in a squat and injecting heroin, Sian was (at the time of interview) living in a flat, drug free and working, slowly, towards other personal goals:

From where I was like a month ago living in a squat starting injecting drugs like I was homeless I had nothing at all, so to where I am now with a flat and staying clean. I know I'm doing things on a day-to-day basis. Like if you were to ask me where I wanted to be six months down the line, I can't even think that far ahead at the minute, I'm just like doing my day-to-day thing at the moment (Sian).

Many of the women were aware that they had achieved some goals but were still working toward others. For example, Kelly had made excellent progress in abstaining from drugs but, at the same time, acknowledged that she had a way to go as she worked to her longer term goals of, in her words, "my own home, a job my daughter back and living a normal lifestyle":

I know myself I've got a long way to go. I've been off the heroin since the middle of February. I have used crack three or four times maximum. I have dabbled in a bit of heroin when I smashed my methadone but I know I'm clean and I know that is the first start to get my daughter back (Kelly).

For Gwen, engaging in the project was helping to reduce her alcohol consumption and also helping her to become more sociable and leave her home more frequently:

“I think in the last six to seven weeks, I think it’s about three or four benders. That is damned good going for me because I usually drink at least five times a week. Three of which would be absolute benders y’know - thirty hour benders.” Also helping me to socialise more because [she] doesn’t come to my flat for the simple reason to get me out my flat because otherwise I only go out if I need to go out. I won’t just go out for a walk, I won’t go out and visit anybody because I haven’t got any friends to visit. And that’s the best thing that she’s done is to help me to get out.” (Gwen)

Gwen is one of the success stories of the WTP. She has significantly reduced her intake of alcohol and has made excellent progress in terms of her relationship with her young fostered son. At the time of interview, Gwen had been able to spend quality time with her son and was looking forward to a time when her son could stay with her overnight. She had also started work as a volunteer at the WTP. However, despite her excellent progress and the intense assistance that she has received (in both a practical and emotional sense), there is a sense in which any stability still seems fragile and Gwen still has severe periods of crisis:

I know it’s only five weeks since I stopped drinking. I’ve had one slip in that five weeks and that’s because of the support of I’m getting. In a year, my drinking did increase. I did end up back in hospital again with overdoses and cutting and things like that (Gwen).

Perhaps more than anything else, many if not all of the women felt that their support worker genuinely cared about them, as Stacy explains:

When she pulls up in her car and she’s just smiling. It’s just so nice to feel that you’ve got someone that actually cares about what happens to you and what you’re up to and stuff like that. Before you just feel like you’re existing and you’re not living and nobody cares about you. You’re just here existing (Stacy).

Interviews with project staff, staff from a range of referral agencies, members of the Executive Board as well as clients of the project provide some indication that the WTP has a positive impact upon the women and can contribute towards their abstinence from offending and help to reduce the chances that they will receive a prison sentence. The women themselves provided many different examples of the ways in which they felt the project had specifically diverted them from offending. These were a combination of both practical support and advice and emotional support.

At a practical level, for some women simply being assisted to find suitable accommodation was the key ingredient in allowing them to start afresh and avoid offending:

She got me a house within six days and that was the main thing. I needed to get out. I just wanted a fresh start and I just can’t believe she did it. Six days later she came back, she said, “Are you serious about ##?” I said, “Yes.” “Well we’re going to see a house,” she said. I said, “You what?” I just couldn’t believe it. No-one’s ever done that for me before. And it

was like that and I had the house. If it weren't for me meeting (WTP Support Worker) when I did I'd probably be inside and I would have lost my son now (Kirsty).

For other women, the Project was instrumental in ensuring that they complied with the requirements of Probation which, in turn, ensured that they did not breach the conditions of their Probation Order and risk returning to custody:

I've completed all my probation and this is the first time I've ever completed a probation or my licence, from being released from prison. So I've achieved that (Louise)

In most cases, however, it appeared that emotional support was particularly valuable. All of the women reported needing emotional support and often this was simply having someone to talk to at difficult times. As Pippa explains:

My biggest problem is having no-one to talk to, no-one to support me when I think oh Jesus Christ, I've got to do this, I've got to do that. I feel as if I'm in a hole, like I'm in a hole full of sand and every time I try to get up just falling back in so I need someone to say to me, "No, don't go and do that." (Pippa)

Stacy described how the Project was useful in setting her goals and had given her a sense of purpose. It was this that was stopping her from feeling lonely, consuming alcohol and then committing crimes:

"What I think, I think we're just getting onto that now because I feel that if I've got no goals to work towards in my life then I probably could get into depression, feeling lonely, end up drinking, end up doing something to break the law." (Stacy)

Louise and Sian similarly recognised a downward spiral that led to their offending and included depression, drug abuse and ultimately offending:

I haven't offended or anything, because when I used to get really, really low, I used to go running back to using drugs just to block it all out again. And then, like because I was using drugs then, I'd have to go and offend to pay for the drugs. But by having (WTP Support Worker) there I've been able to speak to her on the phone and say to her, like I felt like using again, and I just wanted to forget about everything. But she's been there for me and spoke to me. It's like after speaking to (her) then, I haven't gone and used any drugs. So by not using drugs I haven't gone out to commit any offences (Louise).

Using all the money on drugs and then because obviously using for that first time and then using again because it's just a comfort blanket then thinking 'right I've got nothing, I've got nobody' you keep on using, the money runs out and then you go out and you reoffend again, shoplifting, to get the money for the drugs (Sian).

Partners, Kelly and Claire were interviewed together and both described a chaotic lifestyle of shoplifting and drinking prior to engagement with the Project

"Yeah we were shoplifting regularly just to survive basically through the rough times we were going and everything and we kept getting caught. Every now and again we would get caught. We got a support worker and she told us about the Turnaround Project and she gave us a leaflet. We phoned up and made an appointment, we came in, seen them and we've been here ever since basically. Staying out of trouble." (Kelly and Claire)

Staff from referral agencies also acknowledged the importance of emotional support in averting or managing crisis and, in turn, helping these vulnerable women to choose alternatives to crime:

“And I think that if it wasn’t for the support worker being there to talk her through those bad days and to give her guidance in perhaps how she could change that particular situation on that particular day or give her sort of a way forwards really, stepping stones to improve that situation. I just don’t think that she’d still not offended. I think she would have offended by now in some way, shape or form.” (Probation Officer)

Finally, there is evidence from interviews with clients and staff that some women have been diverted from custody since engaging with the WTP. For example, Gwen, who had been charged with several serious offences prior to working with staff at the WTP received a suspended sentence and was specifically advised by the Judge that her commitment to working with the WTP and the progress that she had made was instrumental in his decision to divert her from custody:

He (the Judge) was really impressed with what was on it and he said, “Well, put it this way, I know there’s been a long delay and you’ve used that time to turn your life around.” He said, “Had I have not got this report in my hand now or if it had gone to court when the crime was first committed, you would have been looking at a custodial sentence. And he said, “I’m not going to put you in prison because it will just undo all this work and I don’t think it will benefit you at all.” He said, “As I can see, you have got brilliant support there. You’re doing really well. You’ve used that time of the delay, as I said, to turn your life around.” (Gwen)

A report prepared (September 2009) for the WTP Executive Committee provides information about the progress or ‘distance travelled’ of a sample of 56 women (who have been engaging with the WTP for sufficient time to allow her need to be assessed). In relation to offending, these data indicate that:

18 of the 56 women sampled were identified as being at high risk of offending behaviour or of continuing their offending behaviour. Of these, 61% (11) women achieved a significant positive shift with regard to their offending behaviour since engaging with WTP. 22% (4) achieved some change and to date have committed no further offences and 17% (3) achieved no change.

Eight of the 56 women sample were identified as being at risk of future offending due to peer pressure or peer offending. 50% (4) achieved a significant positive change and 12% (1) achieved some change 38% (3) experienced no change.

These data are very encouraging in that none of the women exhibited negative change and around two-thirds achieved either significant positive change or some positive change regarding their statements about offending. This is consistent with the (albeit very tentative) indications from Crime-pics II of greater belief among clients that they would not re-offend.

SUMMARY

In summary, there is good ‘soft’ evidence from many of the clients, staff and representatives from referral agencies that the work undertaken by staff at the WTP has

been instrumental in diverting women from crime and, ultimately, custody. Whilst the majority of women who have engaged with the WTP to date had already offended and often become involved with the criminal justice system, the general ethos of the project is to help to prevent the potential for offending regardless of whether the woman has already taken that path. To these ends they assist women in many varied ways and try to tap into and reduce triggers to offending:

“It’s that whole 360 degree thing where they look at every aspect of their lives and support them with whatever might lead them to reoffending.” (Housing Association Officer)

In the following chapter we try to unravel what particular features of the WTP might contribute to this success.

CHAPTER 6 THE CRITICAL INGREDIENTS

This section highlights the particular features of the WTP that seem to have been important to the successful outcomes that are reported by staff and clients. Drawing out the ‘critical ingredients’ is important in terms of ensuring the continued success of the project. The findings reported here are based on interviews conducted with clients, WTP staff, members of the Executive Board and staff from referral agencies.

VOLUNTARINESS

WTP clients and staff, individuals from referral agencies and members of the Executive Team were unanimous in their view that the voluntary nature of the WTP was a particularly important aspect of its appeal to clients and its success. In fact this was the single most important positive factor highlighted by all involved in the WTP.

Well I think the element of voluntarism is key really. In theory it works with women who haven't yet been to prison, but for me the real edge is those women who've done several short sentences and who get, because they won't be considered to be high risk in terms of harm to the public, would get less of a response from probation. So it's giving them that enhanced probation response, but with voluntariness in there (WTP Support Worker).

It was also recognised that even within other voluntary sector organisations, a degree of compulsion to attend at certain times or meet certain targets was evident:

The fact that it's a voluntary project is both important and significant...the fact that people can move in and out of it at a time that suits them. And I think that is different, because even a number of voluntary organisations will be quite strict about 'You must turn up here, you must turn up like this.' (Executive Board member).

Clients and support workers also recognised the value of voluntary attendance:

It's voluntary. You're not made to come here like all different courses, if you don't turn up you get breached ... (Kelly - client)

"By having that voluntary side it's much better in a way because you are dealing with people who want the help and if they don't turn up and they persistently don't turn up and they persistently don't answer their phone, then there isn't much else you can do." (WTP Support Worker)

FLEXIBLE AND NON-TIME BOUND

In addition to the voluntary nature of the project it is also run in a flexible way so that clients can work at their own pace, dipping in and out of the project when that suits. There are no strict timescales imposed regarding how long the women can engage with the project, or any penalties for failing to appear for a meeting. All of this allows for a more relaxed and client-led working relationship:

“There’s no pressure. Whenever she’s got the time really, to fit in with her life. We try and make it as relaxed as we can so there’s no pressure.” (WTP Worker)

“It’s lovely to be able to work somewhere where you’re not having to achieve outcomes by set times because, to me, everybody’s different. I’d love to be able to work to the client’s pace and not have to achieve it by ... three months, or six months, or two years” (WTP Support Worker)

Clients clearly felt the benefit of this approach, as Gwen and Jane explain:

Cos I’ve been thrown from pillar to post so many times and it’s always been set times, like ‘we’ve only got six months or a year where we’re with you and then tata’. With Turnaround they’ve said ‘it’s unlimited, we’re here as long as you need us’ and yeah at first it’s baby steps, you’ve got a lot of support and then it will eventually start dwindling off y’know (Gwen)

Everything’s done at your pace as well, if you don’t feel you can talk about it that day you can make another appointment it’s no problem (Jane).

Having the ability to work with clients for an indefinite period of time and being able to spend considerable amount of time with needy clients was seen as a particular bonus of the WTP by referral agencies, especially those who did not have the luxury of sufficient time to work with their clients:

A probation officer might have a caseload of 60 and hasn’t got the time where the Turnaround Project has been great and has got the time to give the women the time they need to sort everything else out.” (Probation Officer)

We haven’t got the time to do it with them either. So, yes, I think it can add something to what we are providing in terms of working with women for longer and just more involvement, um, and more involvement in areas sometimes which may not be our priority but may be a priority for that particular woman, you know.” (Probation Officer)

A number of the WTP support workers had themselves come to the project from the Probation Service where client numbers and pressure of time prevented them from working as intensively with their clients as they would have liked. For these workers, the WTP was a welcome alternative approach:

“I worked for five years in probation ... but I love this role because, whereas there are restrictions in what you can do with people ... because I had a caseload of about 65 to 70 ... you give them a half an hour slot and they come in with forms that they need assistance filling in ... and you just haven’t got the time for them. So you can’t really work with them on the level that you can in this ... seeing the difference between probation and the level of engagement and response to putting me into a project like this, it just, well, I’m not used to it. It’s amazing.” (WTP Support Worker)

In short, the complex needs of the women who access the WTP means that having sufficient time to work with the women in a flexible manner is essential to its success. As

one support worker put it: *“It’s not rocket science, you know. It just takes time.”* (WTP Support Worker)

EMPOWERMENT

The WTP was designed (as outlined earlier) to be a client led and client focused project and to that end, aims to empower the women.

To help her sort out her chaotic life really. To empower her to make her right choices. (WTP Worker)

So I guess in a wider sense there’s an issues about empowerment there, that ... I suppose it’s possible to argue that organisations like the Probation Service, in a way disempower people because they are being forced to do things. Whereas this is about choice and using that choice when it’s right for the individual woman, not when it’s right for the organisation (Executive Board member).

Empowerment is achieved in various ways and, essentially, underpinned by the voluntary and flexible nature of the project (discussed above). For example, whilst the women would be accompanied to appointments with their doctor, social worker, probation officer and so forth to begin with and assisted with phone calls and paperwork, as the client began to feel more stable, the support worker would begin to encourage her to take steps to achieve such goals alone – albeit with support and encouragement. Gwen, one of the clients, explains this well:

I can do that now. I’ll go to this place and that person and it’s just giving me all the knowledge or helping me to gain the knowledge because I was making phone calls this morning to the repairs and [she] said ‘I’m not making them, you pick up the phone and you do it’. Y’know putting the power back onto me, the responsibility back onto me so I can be responsible for my own life instead of looking to other people to solve everything for me.

NON-JUDGEMENTAL

Another positive aspect of the project is the non-judgemental stance adopted by the staff and a willingness to work with any women who wish to engage. Regardless of the women’s past and their criminal history, the staff at the project strive to offer assistance (to date no woman has been turned away from the Project). This is particularly important for those women whose offences or past circumstances have led them to be distanced or completely cut off from any family and friends. As Zara, one of the clients explained, the project was a very positive experience for her as it involved working with *“somebody who’s not judging me for what I’ve done”*. Project support workers were well aware of the importance of their value free approach to working with the women, regardless of how unsavoury their offending history might have been:

“I can cut off from my personal feelings to my professional feelings about her. And I have a very good relationship. We go ...we have a laugh. But she’s very, very isolated after the crime that was committed, she’s very, very isolated. So if she didn’t have the Women’s Turnaround Project, she wouldn’t have anyone. (WTP Support Worker)

I think that possibly some of their families have disassociated from them. We accept what they have done. Don't condone, but we accept." (WTP Support Worker)

... they're not so authoritative, are they? If you say something to your probation officer they've got to report it, haven't they, but you say something to (WTP Worker) I know she's got to report really major things, like if you're at risk or anything like that, but you can say things to WTP Worker that you wouldn't to your probation officer (Pippa).

KEY PERSONALITIES

Crucial, it seems, to the impact of this emotional support and crisis management is the bond and chemistry between the client and the worker and the mutual respect that develops. This, in turn, seems to be related to key personalities. For example, one of the women (Damian) was very keen to emphasise that it was her support worker, not the project per se, that was the key to her recent successes:

It's [WTP Support Worker] that's stopping me, it's not the project. It's not the project, it's the person she is. Do you know what I mean? About two weeks ago, I pinched a mascara. Normally I can pinch, pinch. I can take the whole shop if I wanted to. I am that wicked, do you know what I mean? it's an addiction. It always has been since I was a kid, always. But ... like I pinched that mascara and when I left the shop like I was shaking from head to toe and I'm like, "Oh if [WTP Support Worker] knew I was doing this she'd go really mad." She wouldn't go mad, but it's like as if I'm not just letting her down, I'm letting myself down. Do you know what I mean? I still had a buzz when I'd done it, but there was guilt in there as well which I've never felt before. (Damian)

Many other clients also mentioned, without any prompting, the importance of the personality of their support worker:

I like (WTP Support Worker's) personality and things, yeah. I think someone's personality you've got to take to haven't you? And if you get along, then yeah, I like her. ...(Kelly)

...They're so down to earth and so open. There's the professional side of it but they're very warm and easy to get along with because I've met a lot of different people in different areas in my life and I find some personalities quite hard to deal with. But I think they've cracked it with that project really for the sort of women that they're gonna be dealing with (Stacy).

The importance of key personalities was also recognised by WTP staff, staff at referral agencies and members of the Executive Board:

I think that the project, in a way, is based on a number of individuals, and so I do have concern that if those individuals should cease to be around, then that would have an adverse effect on the project (Executive Board Member).

We've all got totally different personalities but we work quite well, so we can engage with so many different people that, you know. And we are quite lucky with that. So even if there is someone who's a bit different from the rest, we're still able to engage them ... if the person doesn't

work very well with me and you know there's a clash of personalities, or she just feels she can't gel, we'll transfer her over and just try and get her to engage." (WTP Support Worker)

OUTREACH

Generally speaking, clients and other interviewees were positive about the outreach aspect of the WTP and it was clear from our interviews with clients that they would not have been able to receive support from the WTP if outreach had not been a feature. Staff from referral agencies also recognised the value of outreach:

The outreach aspect of it I think is really important, you know, that they can meet women in their own communities. And I think that's something that should you know, can be further developed and a really important part of the provision." (Probation Officer)

Aside from the value of being visited in one's own home for support and practical advice, outreach was also invaluable in that it allowed staff to accompany clients to appointments. A number of clients indicated that they were able to better cope with official appointments when a support worker attended with them:

(WTP Support Worker) been to a probation meeting with me cos my probation officer really upset me and I actually felt like I was gonna knock her head off if I went in and had this meeting on my own with her. So she came which was really helpful because she'd really got me upset.(Stacy).

Other women suggested that they received a better service from agencies when their support worker attended with them:

I asked my probation officer if she could do all this for me, and she said no, because I was in the process of just finding myself a job as well. And so she wasn't willing to write off and do this letter for me. So then it was about three weeks later and I took Julie along, she came along to probation with me, and then I asked the probation officer again, in front of Julie, while Julie was with me, and the reaction then was quite different, she was willing to do it for me. She was like, 'Oh, bring that letter over with you, I'll have a look at it and we'll write off and see what we can do.' Like what a difference (Louise).

SUMMARY

In summary, the WTP work with women who, despite their often chaotic lives, are motivated to improve their lives. The women are not penalised for their past transgressions or for failing to engage and are able to work at their own pace, within their own community towards their own goals. As such, the WTP embodies an ethos that is empowering and supportive and it is this that seems to be key. They are able to uplift and improve the lives of women who, hitherto, had little hope or prospect:

The problem with me is I just feel like I've got no future cos where I've got such a terrible criminal record from when I was younger, I mean I've got loads on my criminal record and it stops me from being able to get employment now and then that just makes me feel limited to what I can do (Stacy).

As neatly summarised by one of the support workers:

“The fact that it’s voluntary. The fact that it’s about them. It’s maybe the first time in their life they’ve ever had anybody actually not judge them and make them important, you make them the priority, you know, and you underline that. Then, you know, and it’s about very practical issues and building their self esteem up and enabling them and empowering them to see that they can change their situation that they’re in. ... You know that they don’t have to stay there. They don’t have to accept, you know, domestic violence or abuse of any kind. ... to see themselves as valid and worthy really.” (WTP Support Worker)

CHAPTER 7 CHALLENGES AND POTENTIAL OBSTACLES TO SUCCESS

Thus far, the report has focused largely upon the positive aspects of the WTP. This chapter discusses some of the difficulties and challenges identified throughout the evaluation. The findings reported here are, once again, based on interviews conducted with all four groups; WTP clients and staff, staff from referral agencies and members of the Executive Board.

RELATIONSHIPS WITH OTHER AGENCIES

Given that the WTP receive their clients from a range of different agencies it is perhaps unsurprising that there are, in some cases, different expectations of the project by referral agencies. Of note, some individuals from referral agencies expressed dissatisfaction regarding the referral process and, in particular, lines of communication between themselves and WTP staff. For example, one representative from Probation and one from the Transitional Support Scheme (TSS) indicated some initial difficulties with the completion of lots of forms and risk assessments and reference was made to “poor and lengthy referral process” and a lack of feedback. One probation officer was particularly negative about her experiences of cross agency communication:

So there’s duplication, but also, a lack of communication because I could have immediately said, well hang on, in my opinion, anyway, there are no accommodation issues. ... I think they’re working in isolation rather than jointly with probation... what I would like is a three-way meeting to start ... ” (Probation Officer)

From the perspective of staff at the WTP, two of the support workers said there was room for improvement in terms of multi agency working and information sharing. For example, there were some concerns about the information they received from some referral agencies.

“Most of mine have come from probation ... it’d be really good if there was a little bit more information because it’s quite vague at times and obviously you need the information to, you know, to ... make a judgement on risk (WTP Support Worker).

Whilst there were negative comments from some agency workers, there were others who spoke positively about the working relationships, as the following quotations illustrate:

And I think it’s good that we liaise together with Turnaround quite closely ... we always arrange three-way meetings as well to prevent us over-lapping as well. We like to clarify who is supporting which area ... because if somebody is doing something and then I step in I could undo a lot of good work that they’ve done as well, and vice versa. So we do work quite closely together ... ” (Housing Support Worker)

*“Incredibly approachable and just really good at sharing information and working together”
(Manager, Referral Agency)*

Clearly, the experience of individuals referring into the WTP has been somewhat variable with some quite polarised opinions in relation to channels of communication and the referral process.

TENSIONS BETWEEN CRIMINAL JUSTICE OUTCOMES AND OTHER OBJECTIVES

Linked, in part, to issues of expectations regarding the role and aims of the WTP, some conflict was evident in relation to the tensions that can arise between criminal justice objectives and outcomes and other broader goals:

“Well, I’d like it to be more structured because at the minute it seems a very much casual ... I know it’s a voluntary thing, but it seems a very casual arrangement and on an ad hoc basis. I’d rather there’d be, particularly when we’ve referred, some sort of agreed plan, like we have supervision plans which we review ongoing. Ideally, we’d have that from the start with the TP... I feel that once they’ve become involved with the offender, the offender almost feels like probation takes second place, which is totally undermining. In fact, possibly placing them in an even worse position, because if they don’t comply with their orders, that’s the end of that. (Probation Officer).

We know of one example where a client failed to attend an appointment with her probation officer as a result of her support worker being unable to accompany her (as arranged):

An example this week, again, was one of the workers phoned me to say, “Oh, I think it’s my fault that so-and-so didn’t turn up for their appointment this week.” And I said, “Well, that’s their responsibility to make sure that they turn up to their appointments. If you weren’t around, they’d have to keep their appointments anyway.” And she said, “Oh, I know, but I sort of said that I’d pick her up and then I didn’t pick her up, and then she wasn’t...” And it went on and on and on, and I said, “If you were going to give her a lift, then that’s an arrangement you’ve agreed, but I’m not going to make it acceptable on the basis that something broke down there,” because, at the end of the day, the offender’s got the obligation to come in here. (Probation Officer).

However, this appears to be an isolated incident and we have no further evidence that any of the women who have engaged with the WTP have failed to engage with Probation as a result of their involvement with the Project.

Finally, many of the individuals interviewed spoke in positive terms about the link between the WTP and Intensive Alternative to Custody (IAC)²⁰. Nevertheless, there is a fine and complex balance to be struck, it seems, between criminal justice related goals and outcomes and the much broader set of work that the WTP undertake with their complex client group.

One, I think it’s brilliant (IAC) I think it really is a positive that we’ve been able to achieve funding from another project. So that’s good. But also I think the potential of writing specific reports to the courts on women who are likely to go to custody is very much to both the women’s

²⁰ IAC usually last for 12 months and is the scheme is funded by the [Ministry of Justice](#) and delivered by the [Probation Service](#), and local private sector and voluntary organisations. It is designed to allow offenders to make reparation for the harm they have done to their local community, while supporting them to avoid re-offending. IAC orders usually last for 12 months and offenders work up to 30 hours a week, with an evening curfew (<http://www.work-solutions.org.uk/services/407>).

benefits and to the courts benefits, because what it does is it allows an opportunity to show the women in a different light, perhaps, than maybe the PSRs might (Executive Board Member).

LONE/INDIVIDUAL SUPPORT WORKERS

As identified earlier, each client is allocated one support worker who becomes her single point of contact for the duration of her time with the project. Whilst some clients have been provided with a new support worker (due to staff turnover and as general staffing levels altered) the norm has been one support worker for each client. This has a number of benefits for both the support worker and the client including the development of mutual trust and respect and continuity of care). Nevertheless, this system has two potential limitations. Firstly, as one of the clients explained to us, this makes any general contact with the WTP less attractive and potentially difficult to clients as the relationship is exclusively with one person and the client may not have the confidence to contact the project for help when her support worker is away on holidays or absent from work for any other reason:

“Because I don't know them, I feel that I can't just ring up and give them all my problems when they'd be thinking, hang on, we don't know who you are, we don't know your background” (Melissa).

Given that the majority of clients are visited and assisted via outreach and do not, therefore, visit the WTP premises they are likely to be unfamiliar with any other support staff. Whilst a substitute support worker is identified to a client if the main support worker is about to undergo a period of planned absence, this may not be an attractive proposition to a client who has forged a strong relationship with one member of the support team. Secondly, there is some evidence that certain clients can become over-attached to their support worker, an aspect of the work that WTP staff are mindful of:

The thing to do is if any of the women start to really rely on you emotionally is to keep talking about boundaries and to talk about that, so I think it's best that the continuity is with one person. (WTP Support Worker)

At the same time, support workers are also human and may become over-attached to clients and/or adversely effected by the emotional nature of the work:

I don't think it affects me as much as it does some of the other girls, but it can be emotional and distressing. (WTP Support Worker)

I've heard a couple of kind of stories about Turnaround workers getting too involved. I honestly don't know how much work is done by them to kind of draw that line. I think they say they know of some rumours where that line has been crossed.... There's a line again to be drawn somewhere between being a counsellor.. which they're not and somebody who's there, an ear, a friend and a sign-poster. So I would image that's quite difficult to deal with the emotions (Probation Manager).

The potential impact of over-attachment, for client or worker, was also recognised by individuals from other agencies who were undertaking similar work:

“You have to be careful with something like TP that you don’t create a dependency as well I think. We have found this sometimes to our cost. You can actually over support. You have to make sure that you support and empower as well and that it is a transitional thing and it’s not sort of ongoing. Getting that balance right is really important cos you have people who are really needy and they’re not used to having support and sometimes when they get it, they hang on.”
(Inroads)

During our shadowing exercises we encountered, on a few occasions, assistance that seemed to go beyond the call of duty. For example, on occasion support workers were treated to some extent as a ‘free taxi services’, ferrying clients to the bank or shops.

WTP LOCATION AND OUTREACH ISSUES

There seems little doubt that from the perspective of the clients, outreach is an extremely attractive and valuable feature of the WTP. However, the same cannot be said of all WTP staff. Several support workers were of the view that moving the WTP premises from the centre of Cardiff to Cardiff Bay had impacted upon the extent to which outreach was now relied upon (see also chapter 4):

“I don’t think people quite understood at the time what outreach meant .. it’s just like a major part of the job which when they’re taking on new staff now I don’t think it’s been taken into account really in the way that maybe it should have. ... I’m finding there’s a great reluctance for them to come down here ... to the bay ... even though it’s easy if you know how it’s very easy to get down here, it’s still either a second or third leg ...” (WTP Support Worker)

“Geographically I find it really difficult. ... Just parking is a nightmare in town [the Bay]. And because I do a lot of outreach work and I need to get to a lot of places, I feel I’m being paid, sometimes, to walk to my car, to get in my car, to drive somewhere, to park my car, to walk back to the office. ... it’s a lot of wasted time. So, logistically, I wouldn’t say we’re in the best place ... I do feel, at the moment, I’m losing so much time ... I want to get stuck in and I’m wasting time.” (WTP Support Worker)

“... my job’s changed ... I’m using the car much more and I’m travelling out to people’s homes more than I first was which is a bit of a shame ... I kind of left my other job to get away from that. I wanted to support in a kind of drop in sort of environment really.” (WTP Support Worker)

Aside from the difficulties experienced by WTP workers, there are other obvious advantages in clients being able to easily visit the premises. It encourages clients to leave their homes with a sense of purpose and also allows clients to get to know other support workers (as mentioned earlier) whilst limiting the amount of time that support workers have to spend travelling to clients throughout the day.

GROWTH AND DEVELOPMENT OF THE WTP

A number of interviewees expressed concerns about the ability of the WTP to cope with increased demand. The consensus was that this important resource could easily become swamped and that the service may not be able to cope:

I think the other limitation is that they'll have so many cases that I hope they don't get down our road where the caseloads are so high you can't give the people the intensity they need. (Probation Officer)

Some staff also felt that the project was progressing too quickly and that there had not been sufficient time to assess practices and procedures effectively:

I think it's growing too quickly. I personally think it's grown too fast without some of the basics in place ... it's kind of branched out without being quite so organised. That's the way it feels really ... well procedures really because so much is left to our own initiative really, which is good, but somewhere there has to be some guidance really and somewhere it eventually needs to get written down ... somewhere there's gotta be a bit of ... a bit more structure really. (WTP Support Worker)

EXITING THE SCHEME

Women leave the WTP for a variety of reasons. For example, some women may access the services that they require and no longer need assistance – clearly a positive outcome. On the other hand, some women may disengage because they are unable to cope with life and attendance at a voluntary project (despite all that it can offer) may simply not remain part of their agenda. Finally, some women will be forced to disengage if they are given a custodial sentence in connection with offending.

At present there is no fixed time limit regarding how long women remain with the scheme and there is no formal system of exiting the scheme (for example there are no formal exit interviews with clients). Generally speaking it is left to the women to decide when they wish to leave, albeit in consultation with their support worker. The WTP staff meet as a team every Monday morning where they will discuss, amongst other things, how well cases are progressing and whether support workers are having difficulties reaching clients.

Most recent communication with the WTP (June 2010) indicate that they categorise exiting in two distinct ways (i) positive exit and (ii) disengagement²¹. Positive exit is a category that is used for women who have made significant progress and have jointly decided with their project worker that they do not require WTP support any more at present due to their needs being fully met or partly met with the areas of need that they identified in their client- led support plan. For example, they may have gained housing, resolved difficulties that they had with benefit payments or abstained from drug use. These women are sent a letter (see Appendix 6), after the agreed exit, stating their positive progress whilst indicating that there is still the option for them to re-engage at

²¹ At the time of the evaluation period such distinctions were not made.

any time (such cases are now entered on the database as a 'positive exit'). Disengaged, on the other hand, is a category used for women who have been assessed and received support as per the client-led support plan, and who may or may not have made some progress but have begun to disengage. Specifically, such clients may have been cancelling or failing to attend appointments made, thereby hindering further progress. Alternatively, they may simply have become un-contactable. Under such circumstances these women are deemed to have disengaged and a letter is sent to state that the WTP have been unable to get in touch and to reassure such women that they are welcome to re-engage with WTP at any time (see Appendix 7) (such cases are recorded as 'disengaged' by the WTP).

Unfortunately, there are no easily retrievable records of the number of each kind of letter sent out since the Project began. Nor are there comprehensive records kept regarding the reasons for disengagement.

At the time of our fieldwork, we examined a small sample of eleven cases of women who had disengaged from the scheme.²² We rated these cases on the basis of the kind of progress that had been made by the women in their areas of need. Women who exited having made no progress, or who exited with one major difficulty outstanding, we classified as making a 'negative exit', whilst those who left having made significant progress in terms of addressing key areas of need are described (much in line with the WTP classification) as having made a 'positive exit'. In between are those women who had made some progress towards resolving their needs but have some way to go in order to resolve their difficulties. We have classified these cases as 'moderate exit'. On this basis, of the eleven cases, the outcome at the point of disengagement was (as far as can be ascertained from the case files) a mixture of negative (5 cases), moderate (4 cases) and positive outcomes (2 cases) (refer to Appendix 9 for further details of each case).

For example YW (Case 11)²³ first attended the WTP with her mum at the beginning of November 2008. Her priority was housing as she was living in overcrowded conditions with her mother and required counselling for feelings of rejection by her father. She was very positive about making changes in her life and was already receiving assistance for drug-related problems from DIP and CADT. WTP were trying to resolve her housing needs which became urgent when she was forced to leave her mum's house at the end of November. There was no further contact with YW after 4th December (WTP were unable to contact her). She was last known to have been sleeping on the floor of the Huggard Centre (an emergency housing centre) abusing alcohol and/or drugs and in a dishevelled condition. Given that YW was so keen to engage and receive help for housing it is disheartening to discover that she exited the project having not received this critical assistance. Case 4 (FA) represents an example of a moderate outcome in that the client had managed to avoid losing her home as a result of WTP interventions and assistance but was still experiencing debt-related difficulties despite fairly intensive support from WTP and other agencies.

There were two 'disengaged' cases where there is some evidence that the client exited the Project in a significantly improved position than having entered it. It is not clear in one of the cases, however, whether the improvements were connected to engagement with the WTP. Specifically, AC (case 1) was referred via HMP Eastwood Park in June 2008.

²² We actually examined 20 cases in detail having been directed to the disengaged filing cabinets. However, we discovered that in almost half of these cases, the women had never really begun to engage with the WTP. It was subsequently indicated that the files in these cabinets were a mixture of 'never engaged' and 'disengaged' cases.

²³ To ensure confidentiality, the initials used do not relate to the actual names of clients.

She was already linked up to numerous support agencies, was abstaining from heroin use and was astute as to the sorts of assistance that she could seek. She had set herself numerous goals and was keen that WTP helped her with training needs and to apply for funding for books to study. She found employment for herself and asked WTP to provide her with a supportive letter when she feared that another member of the staff had discovered that she was taking methadone and would report this to her Manager. Her case is positive in that she was in employment and reported being happy at the time that she disengaged. There was, however, some suggestion on her file that she may have started to use heroin again. When HP (case 10) began engaging with WTP in April 2008 she was desperate to secure accommodation and also motivated to find employment and be drug free. She secured accommodation with the assistance of the WTP and found employment. She then experienced a number of 'ups' and 'downs'. She was sacked from her job, had friction with a female house mate but then found a new part time job and, though struggling financially, reported feeling happy. During her next contact with WTP she reported having been attacked over the weekend by a young male and was unable to get to work as her bicycle was missing. She required assistance with funds to sign on at the job centre which were provided. Attempts to contact HP then failed though she later contacted the WTP to announce that she was pregnant and required funds for a home PC and books so that she could pursue an education course from home. There is little doubt that the WTP supported HR in numerous ways during her engagement with the Project which lasted around one year and whilst she had gained and lost jobs during this period she was, nonetheless, living in a safe environment and, as far as could be ascertained from the file, drug free.

The above findings, albeit based on only a small number of cases, raise questions about clients' exit strategies. The fact that nine of the eleven women sampled left the project with significant issues unresolved is noteworthy. That said, it may be that women who leave the scheme happen to be those who have had less positive outcomes than those who remain with the scheme. Moreover, as several of the cases illustrate, it is sometimes the case that clients are not as well assisted as they could be due to their failure to attend appointments, their chaotic lifestyles and a lack of motivation on their part to seek and make best use of the assistance available.

SUMMARY

This chapter has considered the difficulties and challenges confronting the WTP. We have avoided referring to teething difficulties and instead tried to identify the most significant current concerns. Some of the problems identified revolve around the complexities of cross-agency communication. Many of the women who engage with WTP are also supported by other agencies and undergoing supervision via Probation. Interviews revealed that there were mixed experiences regarding channels of communication with one probation officer expressing dissatisfaction regarding communications from the WTP. One probation officer was of the view that the flexible and voluntary nature of the WTP (already identified in the preceding chapter as one of its essential ingredients) conflicted with the more rigid demands of clients Probation Orders. It was suggested that engagement with WTP had, on occasion, got in the way of the more rigid requirements of Probation. Whilst outreach is clearly a valued feature of the WTP, we acknowledged that staff found this to have become a much more time consuming aspect of their role.

The growth of outreach is, at least in part, related to the relocation of the WTP. Although public transport routes to the Bay from the centre of Cardiff are well developed, this added leg of a journey has proven unattractive to both clients and staff. Consequently, staff have to visit clients in their own premises more and this has both economic and time-related costs.

The growth of the WTP has been demonstrated (see Chapter 4) and is clearly welcome. However, growth in demand has not always been met with a speedy growth in staffing. Moreover, one WTP worker was concerned that the Project had grown a little too quickly at the expense of ensuring that all of the basic and necessary structures and processes were in place and tested.

Finally, we analysed a small sample of disengaged case files and discovered that despite high levels of assistance, only two of these eleven women could be said to have exited the WTP having made significant positive progress. This is clearly offset by evidence that large numbers of those who remained within the scheme had made significant progress. Nevertheless, the findings raise some questions for discussion about the optimum kinds of 'exit strategy' (in terms of timing and procedure) that might be used by the scheme to maximise the numbers of women leaving in a positive frame of mind and having made good progress.

CHAPTER 8 DISCUSSION

In this penultimate chapter we discuss some of the key findings of our evaluation of the Women's Turnaround Project. The first part of the chapter will focus on findings relating to the general operational practices of the WTP. The second part will examine the results of the impact evaluation and consider what can be concluded about the effectiveness of the Project in achieving its aims. As the chapter progresses, where possible, we will identify examples of good practice. We will also identify areas where there seems to be room for improvement. Recommendations for change will be outlined in the final chapter of this report. We have endeavoured to avoid repeating the findings presented in our earlier reports and we refer readers to these earlier publications for further details of our research²⁴.

Referrals, staffing and resources

The evaluation team was commissioned to conduct the research shortly after the WTP was launched in November 2007. The evaluation has therefore spanned a two-year period during which we have seen the WTP evolve from an idea into a large organisation with multiple funding streams and 16 employees. Staffing levels have increased significantly over the last 12 months and now, for perhaps the first time in its history, the Project is sufficiently equipped to deliver mentoring support to vulnerable women across south, mid and west Wales. Maintaining an adequate staffing level is key to the success of the WTP. While the present situation appears to be favourable, there is no guarantee that this will continue to be the case if the available funding shrinks or referrals mount significantly in the future. We therefore recommend that staffing levels are monitored every one to two years to (a) ensure that appropriate levels of support are provided to clients (b) to keep waiting lists as short as possible and (c) to ensure that staff do not become over-burdened and stressed by high workloads.

The quality of staff at the WTP is equally as important as (if not more important than) the quantity of staff employed there. Indeed, clients routinely spoke of the importance of the relationships that they had with their support workers. Following high turnover of staff at the Project, a rigorous new recruitment system involving interviews, role plays and group work has been developed. We are optimistic that this new system will enable the WTP to identify and recruit the highest quality staff equipped with the skills necessary to support vulnerable women across Wales.

In the period November 2007 to October 2009 a total of 399 women were referred to the WTP. The number of referrals has increased steadily over time, with a slight dip in the summer of 2009, and the latest statistics indicate that more than 70 women were referred to the WTP in the six month period ending October 2009. The Project has therefore surpassed its target of 100 referrals for the 09/10 financial year. The success of the WTP in attracting clients, however, could be viewed as a double-edged sword. As referrals increase so too do waiting lists and workloads. Evidently careful thought needs to be given to exactly how big the WTP should aim to be and how many women it is feasible for it to support.

²⁴ Particularly for information relating to research that we conducted in HMP Eastwood Park.

The source of referrals to the Project is varied and to date referrals have been received from more than 30 sources including two prisons, drug and alcohol agencies, housing projects and various other organisations. Interestingly, the pattern of referrals has changed over time. In the early days of the Project the bulk of referrals came from HMP Eastwood Park. More recently, the majority of referrals have come from the Probation Service. The number of referrals from other agencies has remained low, which may reflect the fact that presentations by WTP staff are not delivered to agencies on a regular basis. To ensure that clients are recruited from a diverse range of voluntary and statutory agencies it may be worth considering setting targets for referrals from particular sources as well as for the total number of referrals.

Location and outreach

In January 2009 the WTP moved from premises in Cardiff city centre to offices in Cardiff Bay. We understand that the move was largely a cost-saving exercise where money spent on renting expensive premises could be redirected to fund new staff members. We noted in our last report the benefits of being based in the city centre and in light of comments from staff and clients we expressed some reservations about the move to the Bay. It was therefore unsurprising to find that the move was not popular among everyone involved and that it had affected the delivery of support to clients, especially through the reported reluctance of some clients to make the journey to the Bay. As a result, support workers are now required to deliver much more support on an outreach basis than before. It is not clear whether the increase in costs of providing outreach support (i.e. in terms of petrol and time spent travelling) will outweigh the financial benefits of the move to the Bay. The reluctance of clients to travel to the Bay also raises questions about the usefulness of the drop-in centre being based there. Perhaps a mobile drop-in centre, or a drop-in centre located separately from the main offices, would be a more useful resource.

Demonstrating impact

In April 2009 funding for the WTP was baselined into the NOMS Cymru budget. Additional funding was also obtained in 2008 from the Ministry of Justice as part of the IAC pilot project and in June 2009 from the Ministry of Justice (for the provision of services in mid and west Wales). With these extra funds the WTP has been able to recruit a number of new staff members. The long-term security of these posts, however, remains unclear. An important way of helping to secure future funding is for the success of the Project to be clearly demonstrated.

The WTP is easily able to demonstrate its success in attracting clients by citing the referral figures. However, demonstrating success in terms of reducing offending and helping clients to achieve personal goals is at present problematic. Measurement systems are in place but they are not utilised and the appropriate data have not been collected. For example, support workers are supposed to administer three measures of impact at regular intervals to all clients. Our analysis of the existing databases revealed that the measures were rarely administered more than once. It is therefore not possible for us to conclude anything with any certainty about the effectiveness of the Project in these spheres. The only conclusion that can be drawn with any confidence is that more data are needed.

The most we can say about impact at this point is that the very small amount of data on 'change' available does point to generally positive outcomes. The analysis showed a significant improvement in self-esteem and significant progress in relation to housing and health issues. A significant improvement in the perception of current life problems was also identified. The only areas where any negative impact was apparent (not statistically significant) concerned the lack of progress in relation to legal issues, and in the worsening of attitudes to offending and the evaluation of 'crime as worthwhile'. The latter points may warrant further research to determine whether the findings have any substance. Perhaps not surprisingly, the WTP's own assessments of change, or distance travelled, were more positive than those identified from our case file analysis.

If future funding is to be achieved it seems to us important that more attention is given to demonstrating successful outcomes. This could be done quite easily through careful record keeping practices and the regular completion of impact measures. It is acknowledged that staffing levels in the past (together with some staff resistance to 'paperwork' have made this problematic, but with a full complement of staff now in place, it should now be much easier to achieve. Indeed, whilst we acknowledge the burden of paperwork, it might be useful for some additional quantitative data to be collected, perhaps on the basis of a random sample of clients, to help demonstrate just how much work the WTP staff do for their clients. For example, the number of face-to-face meetings, the number of telephone calls made/received, the number of trips to referral agencies, etc could be recorded over a specific period of time. This information may well currently be included in contact logs, but determining precisely how many actions or meetings were made would be a difficult and time-consuming task to calculate.

At present, more can be concluded from the qualitative than the quantitative data we have collected. During the course of our evaluation we interviewed a wide range of individuals about their experiences and views of the WTP. With this data we were able to identify the ingredients that seem critical to the WTP's success. From our analyses we noted that the flexible and non-judgemental approach adopted by WTP staff was very important to clients. The needs-led approach and the opportunity to engage for lengthy periods (with no time limit) were also valued as too was the routine delivery of outreach support. Indeed, clients noted that they were better able to cope with official appointments and often received a better service from agency staff when accompanied by a support worker. However, perhaps the most critical ingredient of all seemed to be the *voluntary nature* of the WTP. Clients specifically commented on the fact that they were not obliged to meet with their support worker. The women therefore had the control and power to choose whether or not to engage.

Areas for consideration and possible improvement

Whilst the evaluation has identified many areas of good practice it has also revealed some areas where there is room for improvement. Relationships with partner agencies are generally good but in some cases there appear to be communication problems and potential duplication of services. A representative of one referral agency commented on the value of three-way meetings in ensuring that overlap was avoided and that good work was not undone. Perhaps then such meetings could be built into the routine operational practices of the WTP.

The type, quantity and availability of support provided to clients by the WTP form an important set of issues which merit further thought by the Project. Clients frequently reported the value of receiving intensive support from workers who were “always there for them”. One client pointed out that crises were not always convenient and often happened when their support worker was not available. She therefore wanted a back-up support worker who she could trust in times when her main worker was available. While there are obvious resource implications to this, it seems a very important aspect of service that should be available if possible.

Closely related to – and in some senses the reverse of - this issue is the possibility of clients becoming over-reliant and over-attached to their support workers. Indeed, there is some evidence to suggest that empowering clients to look after themselves is no easy task. Furthermore, some support workers reported difficulties with keeping emotionally detached from clients and described the potential impact of this on stress levels. A careful balance therefore needs to be struck between providing support and empowering clients. As the representative of one drug agency highlighted, it is important that the WTP does not create a dependency in the women it was designed to help. Care also needs to be taken that clients do not abuse the care and support that they are being given. Boundaries clearly need to be fixed at the beginning of a client’s engagement with the WTP and staff must be aware of what is acceptable and what is not. Careful logging of all such requests could help other support workers learn from the experiences of others.

We noted above that the main source of referrals to the WTP is now the Probation Service. From our interviews we noted that some probation officers were particularly pleased with the growth of the WTP. They felt that the WTP filled a gap in provision and felt that it provided the intensive support that they were no longer able to. We believe that some thought needs to be given to the appropriateness and the limits of this.

During the course of our research we have seen the WTP grow from humble beginnings into a large organisation that provides support to many vulnerable women. The growth of the WTP seems to have escalated rapidly in the last six months particularly since funding was obtained from the Ministry of Justice. There is some evidence to suggest that the Project may be growing a little too fast. As one support worker pointed out, the Project has grown without the proper systems being in place. The poor record keeping practices and the vast amount of outreach support being delivered are examples.

Whilst we have highlighted a number of problems with the WTP in this report, we feel that it is important to end by emphasising the dedication of the WTP staff. During the course of our evaluation we witnessed first-hand the great lengths that the support workers go to in order to help a diverse, and often chaotic, group of women. The Corston Report (2007) called for the development of a holistic, woman-centred integrated approach to helping vulnerable women. There is no doubt in our minds that the ethos and practice of the WTP answers this call.

CHAPTER 9 RECOMMENDATIONS

In this final chapter of the report we offer a number of recommendations based upon the findings of the overall evaluation and the conclusions reached. For the sake of clarity we have divided these recommendations into broad themes.

Recommendations

1. Staffing and recruitment

The new and enhanced recruitment system is commended and should be continued.

Staffing levels should be carefully and routinely monitored in relation to demand. If demand continues to grow and insufficient resources are available to avoid staff overload and ensure a quality service, more thought should be given to systems of prioritisation or capping the number of clients taken on.

Each client ought to be provided with a back-up support worker whom she has met at least once to enable continued support when the main support worker is absent.

2. Premises

Careful thought should be given to the potential benefits of re-locating the WTP back into the city centre.

Consideration should be given to ways of maximising attendance at the new drop-in centre. This could include moving the drop-in centre (if not the whole of the WTP) to the centre of Cardiff.

3. Referral procedures

Where there are known communication difficulties with particular organisations or branches of them, work should be undertaken to improve the flow of communication.

In order to try to generate a more diverse client group, we recommend that targets are set for particular sources of referrals as well as the overall target number of referrals. This will help to ensure that clients are recruited from a range of areas and from a range of agencies.

The target number of referrals set for WTP needs to correspond with staffing levels in order to ensure that the valued level of intensive support provided by the Project is not jeopardised.

4. Data collection systems

Improvements in record keeping should be a priority. Specifically, it is important that all staff record data in a standardised format.

All staff should be provided with clear guidelines as to the quantity and quality of information that they are required to record and the reasons for and importance of this should be carefully explained to them. We appreciate the burden of paperwork on staff and recommend that there be a focus on recording data that has a clear purpose.

The main database appears to be unwieldy and could benefit from simplification. It does not currently permit some of the most basic questions to be answered quickly (or in some cases at all). We therefore recommend that the system is carefully interrogated and improved so that any future evaluation or monitoring can benefit from data contained within it.

The WTP should ensure that there is an appropriately trained member of staff who has time to dedicate to the development and maintenance of the database and take overall responsibility for the collection, input and retrieval of data from the database.

5. Impact data

In order that the WTP are able to demonstrate effectiveness it is important that impact data are routinely collected. The nature of the data routinely stored in the database needs to be more closely allied to demonstrating impact. To these ends the following recommendations are made:

The WTP should routinely monitor impact and report findings in each quarterly report.

Where appropriate, WTP staff should routinely undertake repeat administrations of Crime Pics II with clients and record results.

WTP staff should routinely undertake repeat administrations of self-esteem scales with clients and record results.

WTP staff should routinely assist clients to complete repeat administrations of measures of progress scales and record results.

WTP staff should provide key information relating to outreach work that can be fed into the database in order that outreach can be carefully mapped.

6. Exit strategies and disengagement data

Data need to be readily available regarding the total number of disengagements each month or quarter. These should clearly distinguish cases in which the woman had never engaged from those in which there had been some engagement (the latter ideally categorised as, for example, minimal, variable or full engagement).

Reasons for disengagement should be routinely recorded. Some steps in this direction have recently been taken (with the separation of clients who have left the WTP into

‘disengaged’ cases and ‘positive exit’ cases) but this could be further refined. It is particularly important to record and consider the less positive reasons for disengagement.

Such data should feed into a broader consideration of appropriate ‘exit strategies’ for clients: for example, whether cases should be routinely reviewed at set points in order to discuss whether they are ready to leave the scheme and how this should be managed.

7. Marketing and external relations

Staff should maintain marketing visits to a wide range of external agencies.

Staff should maintain attendance at prison fayres at HMP Eastwood Park.

Consideration should be given to extending attendance at other prison fayres.

8. Managing clients

As referrals increase it is important to consider the likely impact upon waiting lists. A system of prioritisation may need to be developed whereby say ‘women in crisis’ or ‘women with children’ are put to the top of the list.

Staff should consider setting informal rules regarding boundary setting between staff and clients to avoid situations where support staff feel obliged to go ‘beyond the call of duty’.

Staff should increase and develop the use of three-way meetings (between client, WTP support worker and other agency representative) in order to avoid duplication of services and/or missed appointments.

9. Future directions

The criminal justice aims of the WTP need to be carefully balanced against the other broader set of aims. We advise against any threat to the voluntary nature of the WTP. It is one of its most valued characteristics.

Some thought is required about how to manage the continued success of the project in such a way that the WTP does not grow unchecked. This may require difficult decisions regarding targets and careful boundary setting.

10. Recommendations made by interviewees

Consideration should be given to meeting women at the prison gates if they are homeless or otherwise in crisis.

Staff should also consider the potential for group activities amongst clients.

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APPENDICES

APPENDIX 1: WTP EXECUTIVE BOARD (AS AT OCTOBER 2009)

Name	Organisation	Role
Ingrid Zammit	NOMS Cymru	Commissioning Manager
Dawn Blower	South Wales Probation	Probation Service Representative
Mike Maguire	Safer Wales	Chair
Dee Tatum	WTP	Co-ordinator
Steve Hyde	Safer Wales	Manager
Barbara Natasegara	Safer Wales	Chief Executive
Angela Cossins	South Wales Probation	Probation Service Representative
Jan Pickles	Women's Safety Unit	Manager
Mohammed Field	Safer Wales	Treasurer
Rob Heaton-Jones	NOMS Cymru	Head of Commissioning

APPENDIX 2: WTP REFERRAL FORM



WOMEN'S TURNAROUND PROJECT

REFERRAL FORM – (PART 1 ASSESSMENT FORM)

1. PERSONAL / CONTACT DETAILS

Surname			Prison No. If applicable	
Forenames			DOB/Age:	
NI Number				
Address	(Please tick box if appropriate) <input type="checkbox"/> NFA			
Correspondence Address	(if different)			
Landline / mobile				
Dependents:	Total no. of Children <input type="text"/>	Inc.Child under5 <input type="text"/>	Inc.Child 5 - 16	<input type="text"/>
Next of Kin	Relationship:			
Are you disabled	Yes <input type="checkbox"/> No <input type="checkbox"/>	Nature of disability		
Special needs				
Ethnicity	White British <input type="checkbox"/>	White Irish <input type="checkbox"/>	Other White <input type="checkbox"/>	
	Mixed Caribbean/white <input type="checkbox"/>	Mixed African/white <input type="checkbox"/>	Mixed Asian/White <input type="checkbox"/>	
	Other mixed <input type="checkbox"/>	Indian <input type="checkbox"/>	Pakistani <input type="checkbox"/>	
	Bangladeshi <input type="checkbox"/>	Other Asian <input type="checkbox"/>	Black/African <input type="checkbox"/>	
	Black Caribbean <input type="checkbox"/>	Other Black <input type="checkbox"/>	Chinese <input type="checkbox"/>	
	Other (specify) <input type="checkbox"/>		Not known <input type="checkbox"/>	

Could we visit you at home? Yes No

Visit without notice <input type="checkbox"/>	Call before visiting <input type="checkbox"/>	Write before visiting <input type="checkbox"/>	Please don't visit <input type="checkbox"/>
Landline only <input type="checkbox"/>	Mobile only <input type="checkbox"/>	Email only <input type="checkbox"/>	Any details given <input type="checkbox"/>

Is it okay to contact you at home? (i.e. Can we say we're from WTP if we call and someone else answers the door / your phone etc) If there is, who do you want us to say we are? Are there any risks we should be aware of when visiting your home?

2. CRIMINAL JUSTICE INFORMATION (IF RELEVANT)

Is the person in custody now?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Police custody	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Which prison (if applicable?)					
Sentenced (> 12mth)	<input type="checkbox"/>	Sentenced (< 12mth)	<input type="checkbox"/>	Licence revoke	<input type="checkbox"/>
Remand	<input type="checkbox"/>	Trial	<input type="checkbox"/>	JR'd	<input type="checkbox"/>

Offending History

Current:

Not Applicable

Not Known

Last conviction date:		Release date (if known)	
Probation Officer:		Probation area:	
Contact details:			
Current/pending offence:			
Earliest date of release:			
Further relevant info:			

Most recent offence

Not applicable

Not Known

Prison sentence of one year or more		
Prison sentence of less than one year		
Community penalty		
Fine		
On bail		
Remanded into custody		
Other		
Not stated		

Previous Offending:

Not applicable

Not Known

Has Previous Offending:

Yes No Not stated

Previously breached the conditions of bail or of a community order or licence conditions

Yes No Not stated

No of previous offences

0 1-2 3-5 6-9 10+ Not Stated

3. Does the referred person experience issues in any of the following areas?

Abuse <input type="checkbox"/>	Accommodation <input type="checkbox"/>	Active offending <input type="checkbox"/>
Alcohol <input type="checkbox"/>	Anti social behavior <input type="checkbox"/>	Children / social services <input type="checkbox"/>
Debts or financial <input type="checkbox"/>	Domestic violence <input type="checkbox"/>	Drugs (incl. prescribed) <input type="checkbox"/>
Employment/training/education <input type="checkbox"/>	Family / relationships <input type="checkbox"/>	Mental Health <input type="checkbox"/>
Peer offending <input type="checkbox"/>	Self-harm <input type="checkbox"/>	Sex working <input type="checkbox"/>
Comment:		Physical Health <input type="checkbox"/>

4. AGENCY INVOLVEMENT

Which agencies are involved with client at point of referral and can WTP have access to assessments (including risk) relating to this person?

Yes No Pending

Agency Involved	Engaging	Assessment	Agency Involved	Engaging	Assessment	Agency Involved	Engaging	Access to Assessment
CPS	<input type="checkbox"/>	<input type="checkbox"/>	CDAT/ CADT / DIP	<input type="checkbox"/>	<input type="checkbox"/>	School	<input type="checkbox"/>	<input type="checkbox"/>
Defence solicitor	<input type="checkbox"/>	<input type="checkbox"/>	Social Services	<input type="checkbox"/>	<input type="checkbox"/>	Adult Education	<input type="checkbox"/>	<input type="checkbox"/>
Prison	<input type="checkbox"/>	<input type="checkbox"/>	Domestic violence	<input type="checkbox"/>	<input type="checkbox"/>	Physical health	<input type="checkbox"/>	<input type="checkbox"/>
Police / probation	<input type="checkbox"/>	<input type="checkbox"/>	Mental Health	<input type="checkbox"/>	<input type="checkbox"/>	Self Harm	<input type="checkbox"/>	<input type="checkbox"/>
Sex working	<input type="checkbox"/>	<input type="checkbox"/>	Sure Start	<input type="checkbox"/>	<input type="checkbox"/>	Housing	<input type="checkbox"/>	<input type="checkbox"/>
Anti social behaviour	<input type="checkbox"/>	<input type="checkbox"/>	Abuse	<input type="checkbox"/>	<input type="checkbox"/>	ETE	<input type="checkbox"/>	<input type="checkbox"/>
Other:								

Details: PLEASE ALERT WTP TO ANY RISKS RELATED TO CLIENT, STAFF OR OTHERS

Or alternatively please leave contact details for further communication over risk

5. FURTHER INFORMATION

What does the referred person want to achieve from coming to WTP? / are there any issues the referred person feels is a priority?

5. CONTACT FORM

I, _____ (client name), have been provided with information about the Women's Turnaround Project (verbally or in written form). By signing this form, I give permission for a member of the Women's Turnaround Project team to contact me to arrange an appointment.

Signature (client):.....

Date:.....

Signature (referrer):.....

Print (referrer):.....

Date:.....

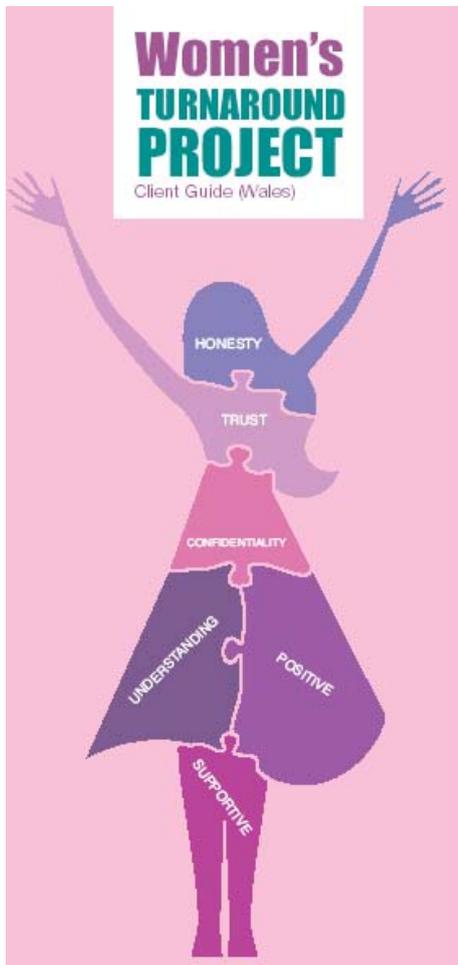
Referring Agency Name:..... **Tel.**.....

The referrer is asked to send this form to:

WTP (Safer Wales Ltd)
 Fourth Floor West
 113-116 Bute Street
 Cardiff
 CF 10 5EQ

Phone: 029 2046 1564 **Fax:** 029 2046 1225

APPENDIX 3: REVISED FLIER



What is the Womens' Turnaround Project?

- It is a project based in Cardiff, servicing Wales.
- It will provide support on a voluntary basis, in a safe, non threatening environment for women who are vulnerable and who have difficulties affecting their lives which may result in or has resulted in them breaking the law.
- It will assess and identify need and provide support to help achieve personal goals.

How do I join in?

- If you are in prison or receiving support from any agency you can ask them to contact us, or you can contact us yourself.

How will it help me?

- You will be allocated a keyworker who will contact you and arrange to meet you in a safe place agreed with you.
- You will have the opportunity to talk about the difficulties which affect your life.
- Together we will build a personal support plan.
- The support plan will be about what you want and what you need to improve your opportunities and help reduce your difficulties.
- Your keyworker will work flexibly with you to enable you to achieve your goals, giving you opportunities to make positive changes in your life.

What will the project provide?

- A safe space for you to talk confidentially about your problems.
- Information on agencies and organisations which can help and advise you in the following areas:
 - > Legal advice
 - > Housing / Accommodation
 - > Education, training and employment opportunities
 - > Family difficulties
 - > Health Issues
 - > Managing your money / Benefits
 - > Counselling
 - > Alcohol and substance misuse
 - > Assistance with bail and home detention curfew accommodation

Contact

Women's Turnaround Project
c/o Women's Safety Unit
5th Floor Friary House
Greyfriars Place
Cardiff, CF10 3AE

T: 029 2022 2022
F: 029 2022 2023
E: wtp@safervales.com

NOMS Gwasanaeth Cenedlaethol
A rheol Troseddwy
National Offender Management Service



Ministry of
JUSTICE



Gweinyddiaeth
CYFIAWNDER



APPENDIX 4: VIGNETTES²⁵

Gill

Gill is aged 34 and was referred to WTP via probation whilst she was in custody at HMP Eastwood Park for a pending offence of possession with intent to supply. Her case had been adjourned for 2 weeks to see if WTP could support her with accommodation.

WTP first met Gill in October 09 at Eastwood Park. Gill had no address on release and had rent arrears of over £1600. She had lived in the Port Talbot area prior to the offence and was reluctant to return there as she felt she needed to make a fresh start. Gill has 3 children who are not in her care and her youngest is adopted. The breakdown of the family was a contribute to Gill's poor mental health. She is diagnosed with bi-polar depression and personality disorder and over the past 8 years has not taken regular medication. Gill was in and out of care for most of her childhood and although she doesn't have a good relationship with her birth mother, she is in regular contact with her previous foster mum.

Gill used amphetamines regularly as well as occasional use of ecstasy and cocaine. She stated the amphetamine seemed to counteract her manic episodes and she felt calmer after taking it. When I met Gill she had been drug free since January 09. Having contacted local authorities, the only option Gill had for accommodation was to present at housing options in Port Talbot because she had no strong connections with other areas. This information was given to the court and that WTP would provide support if she was released.

Gill was released from court at the end of October 09 and sentenced to a 24 month community with supervision and a 12 month low intensity Drug Rehabilitation Requirement. After attending housing options, Gill was housed in a B & B in Swansea and then transferred to Beaufort House Hostel in Neath the next day. We started her claim for benefits and with the support of Beaufort house they completed a new claim for DLA.

During her time at Beaufort House, Gill was allocated a support worker who I met with so we could establish what support would be provided. Their aim was to help find more permanent accommodation. The rent arrears were a barrier for Gill to obtain private rented accommodation. WTP and Beaufort House provided support letters and they managed to secure a private rented accommodation in Port Talbot. Gill is now living in a one bedroom flat and making payments towards her rent arrears.

Gill was not medicated on release for her bi-polar and had no support in place regarding her mental health. WTP made a referral to Hafal who specialise in mental health support and supported Gill with her first appointment at the office in Port Talbot. Gill is still engaging with Hafal who are supporting her with GP appointments and engaging with a CPN.

Through probation Gill will be starting a volunteer placement at the end of this month and starting a basic computer course. Gill's main goal is to gain contact with her 2 sons and to continue to engage with services. WTP are in contact with social services to update them on Gill's progress. She is aware that she needs to prove that she can take care of herself before contact would be considered. Gill had a relapse and used amphetamines in December 09 but was extremely remorseful and felt very low after the episode. Since then she has stayed motivated and over the Christmas period did not use even though this was a particularly difficult time without her children.

²⁵ These pen pictures have been prepared by staff at the WTP. We have included a selection here to give a detailed flavour of the needs of clients and the ways in which they are assisted. The use of pseudonyms are used throughout.

Raphael

Raphael is a 33-year-old woman. She was referred to the Woman's Turnaround Project in August 2009. I have been her keyworker since September 2009. Raphael had a fairly limited offending history, exclusively theft offences committed, according to the referral form, to fund her heroin habit. She is currently on a 12 month Drug Rehabilitation Requirement (DRR) order.

Achieving initial contact with Raphael was difficult at first: her Probation Officer was on leave and Raphael did not answer her phone. Eventually the Women's Turnaround Project made contact via telephone and it transpired almost immediately that Raphael was in crisis: our first phone conversation was very long and she became very emotional whilst explaining her situation. She was very open about her history and circumstances and stated that she was relieved to finally have someone to talk to. We agreed to meet to talk about her problems in more detail.

Upon initial assessment it transpired that Raphael was of no fixed abode and had not received benefits for a number of weeks. She was living between properties with her sister, who is also a heroin user, and her sister-in-law. She had a debt of over £2000 owed to her local housing association in rent arrears from a previous property, and had been advised that she was unable to be housed until she had made some repayments on this debt.

Raphael stated that she has a history of mental health issues, including previous suicide attempts; however, she had not had any medication for a number of weeks and had missed her last two appointments with her psychiatrist. Raphael described feeling very depressed, to the point that she was often not able to get out of bed for days. Raphael also reported difficulties with her physical health: her ankles were swollen, she was severely underweight and she had recently contracted Hepatitis C. Raphael felt very ashamed of having Hepatitis C and disclosed that I was the first person she had told about it.

Raphael has one daughter, aged 5, who is in the care of her paternal grandmother. Raphael reported difficulties with this: her relationship with the grandmother is very difficult and as a result she has limited contact with her daughter. Social Services are no longer involved and Raphael reported feeling helpless regarding access to her daughter. Raphael also has a fairly limited support network: her relationship with her immediate family is difficult due to her drug use and the people she does associate with are other heroin users and dealers. Raphael has stated that working with the Women's Turnaround Project has allowed her freedom to discuss her problems in a confidential, non-judgemental setting: something she did not have previously.

During the first session with Raphael we dealt with issues deemed to be a priority. I assisted her in completing an application for her incapacity benefit, which she had been unable to face doing previously. We also arranged an appointment for Raphael to see her psychiatrist, and arranged a GP appointment, which we attended together as Raphael did not feel confident enough to discuss her medical issues without support.

Raphael had breached her Drug Rehabilitation Order due to her depression and feeling unable to leave her house as a result of this, so WTP organised a 3-way meeting with her Probation Officer to discuss a practical way for Raphael to comply with the order and attend all necessary appointments. The fact that Raphael is now taking medication for her depression has enabled her to attend her appointments as required. Raphael's Probation Officer was also happy that Raphael was accessing support from the WTP, especially as this support is on a voluntary basis and reflects Raphael's motivation to take positive steps to change her situation.

Raphael is now in a financial situation whereby she feels able to pay rent, and is looking for a privately rented property. She has also reduced the amount of heroin she is using and as a result has been allowed more contact with her daughter. Raphael's mental health has also improved

greatly since she first became involved with the project. There have been occasions whereby she has felt low; however she has felt comfortable to contact her project worker on these occasions to discuss these problems and states that having someone to confide in helps her greatly.

Raphael is also currently in the process of addressing her physical health issues. She is now awaiting preliminary treatment for her Hepatitis C, which the Women's Turnaround Project will continue to support her with. She has now finished her Drug Rehabilitation Order and therefore no longer has the support of Probation, but the voluntary nature of the WTP enables Raphael to access support on her terms, when she feels she needs it.

Yasmin

Yasmin aged 29 was referred to WTP by her local probation office in February 08. She was on Probation for assaulting an ex boyfriend. She was referred as her officer had concerns about Yasmin's personal safety having been a long term victim of Domestic and financial abuse. She was in debt and faced serious risk of homelessness.

Following an in depth assessment it came to light that Yasmin was facing eviction due to an accumulation of rent arrears. She had no income and had been relying on the good will of friends. She had lost all confidence, suffered low self esteem and felt unable to claim benefit due to the complexity of the system. She was not confident enough to seek medical advice in relation to her poor mental and physical health. Yasmin also faced court for a further minor offence and had already missed her weekly probation appointment therefore faced the prospect of a short custodial sentence.

WTP's first task, with Yasmin's co-operation, was to prioritise which of her problems needed resolving first. Telephone calls were immediately made to instigate a claim for Incapacity benefit in conjunction with this Yasmin would need to see her GP to obtain a medical certificate. Further calls were made to liaise with her Housing Association in order to discuss a backdated claim for Housing Benefit which would effectively cancel out arrears and save her from eviction. Probation were contacted to explain why Yasmin had missed her last appointment and an arrangement was made for a worker to accompany her on the next appointment so as her officer could be fully updated on the current issues affecting Yasmin and how we intend to support Yasmin in resolving them.

During the first four weeks of support Yasmin's key worker was also able to accompany her to meet with her GP, the Benefits Agency, Probation, her housing officer and the Magistrates Court. Whilst at Court the Key Worker was able to provide Magistrates with a detailed report of how Yasmin's social circumstances had led her to offend, also that Yasmin had asked for help and was willing to engage with support in order to rebuild her life. As a result of this Yasmin was given a Community Based sentence which would allow her to continue accessing support from WTP and other agencies.

Now almost a year has passed and although Yasmin has not been well enough to return to work she has, with the support of WTP, been able to secure a safer home, away from the vicinity of her ex partner. She has also been able to address both her mental and physical health issues thus rebuilding her confidence and is now able to attend some of her appointments alone. To date she has not committed any further offences.

Loretta

Loretta comes from a broken family; her parents had a volatile relationship and divorced when she was 11 years old. Loretta disclosed that her mother is a heavy drinker and that she doesn't keep in contact with her father. She says she is close to her grandmother who brought her up.

Loretta was referred to WTP by her probation officer in December 2008. Loretta was convicted of drink-driving and was disqualified in November 2008. She was extremely depressed when we first met and was experiencing suicidal thoughts. Loretta feels that her partner of 9 years is unsupportive towards her and continues to verbally punish her even during the periods when she has managed to reduce her drinking. Her driving disqualification has made her more dependent on him and this also causes arguments between them. Lisa feels that she is left to deal with any problems on her own.

Loretta has engaged very well with WTP, she has been assessed and has engaged with the Community Mental Health Team. She has been diagnosed with depression and has had several sessions with a CPN. However, Loretta feels that these sessions are not very helpful.

Since Loretta's involvement with WTP she has asked for help in addressing her alcohol misuse and would also like to address issues from the past through counselling. Loretta has previously spent 9 months sober in a residential rehab but she relapsed as soon as she was released back into the community without follow-up support. Originally Loretta did not disclose or address her alcohol misuse and on occasions she clearly minimised it. Recently however, she has been a lot more open. She now feels that she is ready to re-address these issues and is motivated to do so.

Loretta has had an initial assessment with CDAT and is waiting for a medical appointment to assess her suitability for anatabuse medication. She is also on the waiting list for counselling with TEDS. Although Loretta has attended several appointments with a CPN she feels that a TEDS counsellor would be more suited to her needs. Loretta has also been referred to New Pathways but has found it too difficult to get to their offices.

Loretta appears more positive about her life in general and this has increased her self confidence. It has also improved her relationship with her partner as he can see that she is trying to make positive changes.

APPENDIX 5: CHARACTERISTICS AND NEEDS OF WTP CLIENTS

Client Pseudonym	Age	Ethnicity	Offending History	Prison Sentence (s)	Referral Route	Key assistance requested (in priority order)	Date of Interview	Date of First Contact with WTP	Date of Clients Most Recent Contact with WTP
Lindsay	24	White	Convictions for theft & common assault. Has also committed shoplifting & robbery (not caught). DV	No	Probation	Housing Benefit Counselling for anxiety/depression	17/04/08	February 2008	
Jane	42	White	No criminal history	No	Safer Wales	Help & advice regarding how to cope with abusive/violent son	17/04/08	February 2008	
Zara	36	Black	Robbery (2.5 year prison sentence)	Yes	Probation	Accommodation Drug work Education/employment	22/04/08	April 2008	
Kelly (& Claire)	24	White	Shoplifting, alcohol abuse	No	Support Worker	Was about to re-offend and told case worker couldn't cope (alcohol abuse and almost compulsive shoplifting)	01/05/2008	May 2008	21/10/08

						“We didn’t know (exactly what wanted or what to expect) we just thought like the more support we got then the more it’s gonna obviously be better and effect us better”.			
Gwen	34	White	Robbery, assault, attempted arson, harassment. All alcohol related. Also self-harms.	No	Probation	Everything.	07/05/2008	March 2008	
Sian	32	White		Yes (3 rd prison sentence)	Inroads	Detox medication (left prison on 18 day early release & insufficient provisions in place outside, was half way through prison detox programme)	22/07/08	June 2008	19/09/09
Stacy	27	White	Extensive criminal record. Drug (crack cocaine) and alcohol abuse.	Yes	Probation	“Just support really, just a be-friender, you know someone that could...sometimes I don’t look at things straight, when I am low and I am depressed I’m quite negative and I just assume that the worst is going to	22/07/08	April 2008	27/08/09

						happen so I need someone sometimes to just be with me and say 'well no if you look at it like this, or if you look at it like that, or have you tried to do this or have you tried to do that' because my lack of motivation when I'm depressed will stop me from doing things".			
Kelly	24	White	Substantial criminal record. From care to prison (drugs and crime). In & out of custody since 14	Yes	HMP Eastwood Park (heard of WTP via Fayre)	Someone to support her and someone who she could trust.	23/07/08	December 2007	20/10/09
Kirsty	36	White	Drug dealing, receiving stolen goods, violence	Yes - multiple	Probation	Housing was an urgent priority as Kirsty was involved in violent altercations with her neighbours. Financial and employment advice and signposting.	20/01/09	November 2008	20/10/09
Pippa	49	White	Shoplifting and a driving offence (low level offender)	Yes (once – driving offence)	Probation	"Some sort of crutch. Some sort of support when I felt that I was going to go off the rails".	22/01/09	October 2008	16/07/09

Kimberley	19	Mixed	Selling drugs, violence (GBH and robbery) prostitution	Yes	Probation	Accommodation – with some level of assistance (i.e. someone to call in every few days). Family and financial issues (once have house)	19/02/09	Jan/Feb 09	15/10/09
Lucky	50	White	Alcoholic and nuisance behaviour (e.g. 999 calls)	Yes	Prison Fayre	Priority to stop drinking but also issues around health and finances.	05/03/09	July 2008	13/10/09
Gwen (follow-up)	34	White	Robbery, assault, reckless arson and endangering lives, harassment. All alcohol related. Also self-harms.		Probation	New/current priorities: Voluntary work and continued emotional support +ves – relationship with young son now much improved and consumption of alcohol and, in particular, binge sessions, much reduced	17/03/09	March 2008	
Damian	47	White	Shoplifting. Stabbing husband (DV victim). No drug or alcohol issues.	Yes	Probation	Employment issues; bereavement counselling (son died of a heroin overdose). Shoplifts when angry or stressed or depressed etc. Project helping her hot to.	02/04/09	August 2008	20/10/09
Melissa	25	White	Alcohol-related violence. DV	Yes – remand only	Probation	To stop me re-offending, peace of mind and direction for the future.	24/02/09	September 2008	07/09/09

			victim.			Worried about re-offending when Probation stopped. To meet people and go back to college. To have assistance with depression			
Louise	35	White	Drug-related offending to support habit	Yes (5 times)	Prison	Someone to talk to about problems. I didn't know they do as much as they do.	28/04/09	September 2008	20/10/09
Lindsay (follow-up)	24	White	Convictions for theft & common assault. Has also committed shoplifting & robbery (not caught). DV.	No	Probation	New/current priorities: NB has assaulted police officer since with the WTP	28/07/09	February 2008	
Damian (follow-up)	47	White		Yes	Probation	New/current priorities: Housing (as relationship with violent partner has broken down further and the property is his); successful referral to Cruise for Counselling. Recently self-harmed as a result of mobile phone being stolen (with valuable family photos and a video on).	15/09/09	August 2008	20/10/09

						Unable to call WTP as number in mobile. +ve – only one shoplifting incident (one small item) and she felt awful (an emotion that she has never experienced before)			
--	--	--	--	--	--	---	--	--	--

APPENDIX 6: POSITIVE EXIT LETTER TO CLIENTS FROM THE WTP

Women's Turnaround Project
113-116 Bute Street
Butetown
Cardiff
CF10 5EQ

Date

Dear,

I am writing to you as we feel that you have made significant development with us and have reached the aims and objectives of the support plan. We are delighted with your progress and feel that you are capable of managing on your own at this moment.

However, if you feel that you need our advice and support in the future, do not hesitate to contact us. You can call us between 10 a.m. and 3 p.m. Monday to Friday on 029 2046 1564. Your call will come through to the main reception at Safer Wales (the organisation at which the project is based) you should then just ask to speak to someone in the Women's Turnaround Project and your call will be put through.

Alternatively, if you feel you would like to re-engage, you can text us on #####. Please note if you text on a weekend or out of normal office hours we will not be able to respond until the next working day.

A leaflet is enclosed to remind you of what kind of things we can support you with.

Kind regards,

Administrator
Women's Turnaround Project

APPENDIX 7: DISENGAGEMENT LETTER TO CLIENTS FROM THE WTP

Women's Turnaround Project
113-116 Bute Street
Butetown
Cardiff
CF10 5EQ

Date

Dear,

I am writing to explain that so far we have been unable to contact you. We trust things are well with you.

We won't make any further appointments at this stage. However, if your situation changes and you feel that there is anything that we may be able to assist with in the future please do not hesitate to contact us. You can either send us a letter or call us between 10 a.m. and 3 p.m. Monday to Friday on 029 2046 1564. Your call will come through to the main reception at Safer Wales (the organisation at which the project is based) you should then just ask to speak to someone in the Women's Turnaround Project and your call will be put through.

Alternatively you can text on #####. Please note if you text on a weekend or out of normal office hours we will not be able to respond until the next working day. A leaflet is enclosed to remind you of what kind of things we can support you with.

Kind regards,

Administrator
Women's Turnaround Project

APPENDIX 8 INTERVIEW SCHEDULES

INTERVIEW SCHEDULE – STAFF AT THE WTP

Interview Schedule
University of Glamorgan
An Evaluation of the Women’s Turnaround Project

Introduction

Hi, my name is Fiona/Katy and I am a researcher from the University of Glamorgan. The Centre for Criminology at Glamorgan has been commissioned by Safer Wales to conduct an evaluation of the Women’s Turnaround Project. This interview forms an important part of that evaluation. I would really like to thank you for agreeing to be interviewed today. Your responses will help us to achieve our research objectives and will inform the development of the Women’s Turnaround Project. Your responses will be treated in confidence and you will not be identifiable in the final report.

Name of interviewee:

Date of interview:

Location of interview:

Name of interviewer:

Role and related experience

Role

What is your current role at WTP?

What are your day-to-day duties?

How many hours a week do you work?

How long have you been employed in this role?

How did you get recruited to WTP?

Who were you working for prior to WTP?

Related experience

Have you worked with 'vulnerable' people/women before?

If yes, where, when and for how long

Aims

What do you think are the main aims of the WTP?
.....

Do you think that these aims are realistic?
.....

Would you change these aims in any way?
.....

Services

What services does the WTP provide for vulnerable women?
.....

Are there other services that the WTP should provide, but is unable to?
.....

Is there anything similar to the WTP already in existence? (if yes, probe any strengths and weaknesses and client groups)

.....

Do you think that the WTP has filled a gap in provision? (probe whether it duplicates existing services, innovation etc)

.....

Resources

Do you think that the current level of funding is sufficient to enable the WTP achieve its aims?

.....

Do you think that the timeframe is sufficient to enable the WTP achieve its aims?

.....

Is the WTP sufficiently staffed to achieve its aims?

.....

Clients

What client groups do you think the WTP is best able to assist? (probe for details)

.....

The WTP is aimed at helping 'vulnerable' women. Who does this include and exclude? (probe for personal views on who should and shouldn't be included)

.....

Does the WTP prioritise particular client groups? If yes, have you experienced any associated problems?

.....

Should the WTP prioritise? Do you think that the focus should be mainly on people coming through the criminal justice system?

.....

Referrals

Please can you tell me about the referrals that have been made to the WTP? (probe for numbers, details of referral agencies, location of clients, targets set/achieved)

.....

What methods have been used to attract potential clients/referral agencies to the WTP? (probe pros and cons of each method)

.....

Do you think that there are ways in which the referral process could be improved?

.....

On average, what is the length of time between referral and first engagement with WTP? (probe for problems)

0-6 days	7-13 days	14-20 days	21-27 days	28 days +

Do you maintain contact with referral agencies regarding individual clients?

.....

Service delivery

What type of assistance is most frequently sought by women attending the WTP?

.....

What type of assistance has the WTP been best able to provide?

.....

Is continuity of care (e.g. a key worker) provided? (probe for details of intensity)

.....

Have there been any problems with clients disengaging from the project? (If yes, how do you think this can be prevented?)

.....

At what point do/will women exit the service? Is there a formal exit strategy? Is there a time limit?

.....

Does/will the WTP follow-up women who have used its services? (if yes, how and for how long, how could this be improved?)

.....

Outcomes

On a scale of 1 to 5 (with 1 being the least and 5 the most) how successful do you think the WTP has been in achieving its aims and improving women's lives?

1	2	3	4	5

In what ways do you think the WTP has been most/least successful?

.....

Do you ask the women for any feedback on their experiences of the WTP? (probe what formal/informal feedback they have received)

.....

Are there any other ways in which you could formally measure success of the WTP?

.....

Strengths/weaknesses

What do you think are main strengths of the WTP?

.....

What do you think are the main weaknesses of the WTP?

.....

Do you think these weaknesses/challenges can be overcome? If so, how?

.....

Have there been any specific barriers to the success of the WTP? (e.g. short timeframe)

.....

Case studies

How many cases have you, yourself, dealt with. How many of those do you think you have had an impact on (tell me about this).

Drawing on one particular case of your choice, please talk me through how the WTP provided assistance. Please give as much detail as you can starting with the point of referral through to the current day.

Probe: referral agency, speed of contact/engagement, services provided, problems experienced, triumphs, etc

Final comments

Do you think that the WTP should continue beyond the Demonstrator project? If yes, would you make any changes? If no, why not?

.....

Do you want to continue in your current role? What might stop you?

.....

Are there any important issues that you think I have missed?

.....

Demographic monitoring

Age

<21	21-30	31-40	41-50	51+

Sex

Record from observation

Ethnic group

What is your ethnic group?

- White
- Black Caribbean
- Black African
- Black British
- Black Other
- Indian
- Pakistani
- Bangladeshi
- Chinese
- Japanese
- Asian British
- Mixed
- Other

Many thanks for taking the time to be interviewed.

QUESTIONNAIRE

University of Glamorgan

An Evaluation of the Women’s Turnaround Project

Hello, my name is Fiona/Katy. As you know, I’ve come here today to talk to you about the Women’s Turnaround Project and the kind of assistance and/or services that you might need upon your release from prison.

First of all, I would like to thank you for agreeing to meet with me and to remind you of the information contained on the consent form that you have already seen [run through and check that the interviewee is still happy and fully informed, etc]. If you do not wish to answer a particular question then just say so and we will move on. Also, if you decide that you have had enough and want to stop, then that is fine too. All of the information you provide in this interview will be treated in the strictest of confidence.

Sorry that we only have half an hour.

Do you mind if I tape record the interview? [if the interviewee refuses, say ‘OK, I’ll take handwritten notes’]. Is there anything you would like to ask me before we start?

Code number

Pseudonym

Date interviewed

Background Info and Criminal justice history

Can you tell me just a little bit about yourself, your background and how you ended up in Prison? (what happened, how did you end up here?)

.....
.....
.....

What is the length of your current sentence?

Total length in months

How far through are you now?

What is it for? (state all convicted charges)

.....

Do you know your release date? (Prompts - how do you know? Who tells you? Are you kept up-to-date etc?)

.....

What town are you planning to live in upon release?

.....

Do you have any concerns/worries about being released from prison? Probe - what is your biggest concern about being released from prison?

.....

Support and advice upon release

Do you think that support or advice in any of the following areas may help you when you are released from prison? If yes, what kind of help are you looking for?

	Yes	No	What kind of help is needed? Probe what form, where, when, from whom etc ²⁶ .
Legal issues			
Housing/accommodation issues			
Education/training/employment issues			
Family issues			
Health issues			
Financial issues			
Counselling issues			
Substance misuse issues			
Other issues			

If you have been in prison before, have you previously received any advice or assistance regarding any of these issues?

.....

If yes, was this advice or assistance useful? [probe why useful or not useful]

.....

Have you heard of the Women's Turnaround Project (probe how?)

²⁶ Form (e.g. in writing, by telephone, in a face-to-face meeting; When (before, upon or after release); where (e.g. city centre, easily accessible location); from whom (e.g. prison or probation officer, psychologist or other).

.....
What do you think it is and what services does it offer?
.....

[Clarify what the WTP is, if there is a mismatch]

Do think it sounds like a useful service? Which services would be particular useful to you and why? Probe the location?
.....

Personal details

Age

How old are you?

Ethnic group

What is your ethnic group?

- White
- Black Caribbean
- Black African
- Black British
- Black Other
- Indian
- Pakistani
- Bangladeshi
- Chinese
- Japanese
- Asian British
- Mixed
- Other

Marital status

What is your marital status?

- Single (never married)
- Married/living as married
- Separated
- Divorced
- Widowed

Children

Do you have any children?

If so, how many?

Birthplace

Where were you born (town/country)?

Where were you living (i.e. what Town) before you came to prison?

.....

Education

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

Do you have any qualifications?

Employment

Have you ever been employed on a regular basis?

If yes, what were you employed as on the last occasion.....

Tenure

What type of accommodation did you live in immediately before entering
Prison?

- In own house or flat
- In parent/guardian's house/flat
- In someone else's house/flat
- In prison or other custody
- In inpatient or alcohol treatment
- On the street or no fixed address
- Hostel
- Other

If own house or flat, which of the following best describes where you were living?

- Owner/being bought on a mortgage
- Rented from the Council
- Rented from a housing association
- Rented from a private landlord
- Other

How many convictions do you have (including current offence)?

Over the whole of your lifetime?

In the 12 months before entering prison?

What kinds of offences (probe last 12 months?)

.....

How many times have you been imprisoned (including current time)?

Over the whole of your lifetime?

How much time have you spent in prison (including current sentence)?

Over the whole of your lifetime? (months)

Many thanks for taking the time to speak to me today. I hope that you are able to use the services of the Women's Turnaround Project and best of luck for the future.

QUESTIONNAIRE
University of Glamorgan
An Evaluation of the Women’s Turnaround Project

Hello, my name is Fiona/Katy. As you know, I’ve come here today to talk to you about the Women’s Turnaround Project and the kind of assistance and/or services that you have received.

First of all, I would like to thank you for agreeing to meet with me and just ensure that you are happy to proceed. This is a consent form and information sheet (show both and give time to read or read together. Check that the interviewee is still happy and fully informed, etc). If you do not wish to answer a particular question then just say so and we will move on. Also, if you decide that you have had enough and want to stop, then that is fine too. All of the information you provide in this interview will be treated in the strictest of confidence.

Do you mind if I tape record the interview? [if the interviewee refuses, say ‘OK, I’ll take handwritten notes’]. Is there anything you would like to ask me before we start?

Code number

Pseudonym

Date interviewed

Background Info and Referral Route

Can you tell me a little bit about yourself, your background and how you ended up being referred to the Women's Turnaround Project? [prison referral or from elsewhere etc? Probe how found out about it and exact route in. Will hopefully gain a sense of the specific vulnerabilities of the interviewee at this stage].

.....

Can you remember when you first heard about the WTP? (probe when, how, why)

.....

What do you know about the WTP? (probe understanding of aims, services offered, publicity material, etc)

.....

How was contact first made with the WTP?
(who called who)

For how long have you been in touch with the WTP?
(when was contact first made)

What kind of help were you initially hoping to get from the WTP?

.....

Support and advice

How many times have you met with staff at the WTP? [probe whether at the WSU or elsewhere]

How often are you in contact with the WTP?
(daily, weekly, fortnightly etc)

Do you find that this level of contact is enough for your needs?
(probe for further details)

Which of the following issues have you sought help with from the WTP? (probe why, type of help given, speed of delivery, effectiveness). NB if the client is new to the Project then just assess what they hope to gain and why.

	Yes	No	What kind of help needed? Probe what form, when.
Legal issues			
Housing/accommodation issues			
Education/training/employment issues			
Family issues			
Health issues			
Financial issues			
Counselling issues			
Substance misuse issues			
Other issues			

On a scale of 1 to 5 (with 1 being the least and 5 the most) how happy are you with the level of assistance provided? (probe for details of whether help is more effective in a particular area of need)

1	2	3	4	5

IMPACTS

Has the assistance you have received to date met with your expectations? [probe worse, better or the same as hoped for]

.....

Of all of the assistance you have received, what has been the most important to you and why? Really need to tease out here exactly how and why the assistance has been helpful and get a sense of whether the impact was a practical or emotional one or both].

.....

.....

OK so we've talked about the most important assistance you've received. What about any other help that you have had from the staff at the Project? How have they helped you and impacted upon your life?

.....

.....

Part of the purpose of this project is to help women to not re-offend and to stay out of prison. Could you give me an indication of whether this has been the case. Is there something that the project has done for you that you could say specifically diverted you from crime (this would include drug use/abuse)? What and how? [Probe, in confidence, have you been tempted to commit further crime? If so, what and why not? Have you committed any offences since release?].

.....

.....

Is there anything else that you think the WTP could help you with? [probe to what extent the interviewee hopes to maintain contact with the Project and why]

.....

Would you recommend the WTP to a friend?

If yes, what would you say are the good things about it? Would you have anything negative to say?

.....

Is there any way in which the WTP could be improved? (e.g. location, no. of staff)

.....

Had you ever had any support in relation to any of the issues we have discussed so far (refer back to table) in the past? [if yes probe what precisely, from which organisation and how accessed]

.....

If yes, was this advice or assistance useful? [probe why useful or not useful and how compares to what received this time around from the Women's Turnaround Project]

.....

.....

Personal details

Age

How old are you?

Ethnic group

What is your ethnic group? White
Black Caribbean
Black African
Black British
Black Other
Indian
Pakistani
Bangladeshi
Chinese
Japanese
Asian British
Mixed
Other

Marital status

What is your marital status? Single (never married)
Married/living as married
Separated
Divorced
Widowed

Children

Do you have any children?

If so, how many?

Birthplace

Where were you born (town/country)?

Education

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

Do you have any qualifications?

Employment

Have you ever been employed on a regular basis?

If yes, what were you employed as on the last occasion.....

Tenure

What type of accommodation did you live in immediately before accessing the services of the WTP?

- In own house or flat
- In parent/guardian's house/flat
- In someone else's house/flat
- In prison or other custody
- In inpatient or alcohol treatment
- On the street or no fixed address
- Hostel
- Prison
- Other

If own house or flat, which of the following best describes where you were living?

- Owner/being bought on a mortgage
- Rented from the Council
- Rented from a housing association
- Rented from a private landlord
- Other

.....

Many thanks for taking the time to speak to me today. Would you consider being interviewed again in the future about the Project. Best of luck for the future.

Interview Schedule
University of Glamorgan
An Evaluation of Women’s Turnaround Project

Introduction

Hi, my name Hannah/Katy and I am a researcher from the University of Glamorgan. The Centre for Criminology at Glamorgan has been commissioned by NOMS Wales and Safer Wales to conduct a process and outcome evaluation of the Women’s Turnaround Project. This interview will form part of that evaluation. I would really like to thank you for agreeing to be interviewed today. Your responses will be extremely useful in helping us to achieve our research objectives and inform the development of the services for vulnerable women.

Name of interviewee:

Date of interview:

Location of interview:

Name of interviewer:

Role and experience

Role

Which organisation are you employed by?

What is your current role?

How long have you been employed in this role and organisation?

Related experience

Can you tell me a bit about any previous experience you have of working with vulnerable women (probe where, when, for how long)

.....

Knowledge of WTP

How/where did you first find out about the WTP?

What do you think are the main aims of the WTP?

What services do you think the WTP provides?

Who do you think the WTP is designed to assist?

Did you find the promotional material useful? Could it be improved at all?

Experience of WTP

How many people have you referred to the WTP?

How many people have been referred to you from the WTP?

How did you select the women for referral?

Have you followed up any referred cases?
(probe for details of outcomes)

How would you describe your experience of the referral process? (probe for details
of communication and partnership with WTP, **ask for case study**)
.....

Could the referral process be improved in anyway?

To your knowledge, has anyone else in your organisation made a referral to the WTP?
(probe for details and opinions)
.....

Services

How well do you think the needs of vulnerable women have been catered for in Cardiff
in the past? (probe for strengths and weaknesses of existing services)
.....

Can the WTP add anything to this? (probe for details of anything similar of added value)
.....

Are there any particular services that you think the WTP should aim to deliver?
.....

Are there any particular client groups that you think the WTP should prioritise?
.....

What do you think are the benefits of the WTP?
.....

What do you think are the limitations of the WTP?
.....

Final comments

Do you think that the WTP should continue beyond the Demonstrator project? If yes, would you make any changes? If no, why not? (probe for vision of the future)

.....

Are there any important issues that you think I have missed?

.....

Demographic monitoring

Age

<21	21-30	31-40	41-50	51+

Sex

Record from observation

Ethnic group

What is your ethnic group?

- White
- Black Caribbean
- Black African
- Black British
- Black Other
- Indian
- Pakistani
- Bangladeshi
- Chinese
- Japanese
- Asian British
- Mixed
- Other

Many thanks for taking the time to be interviewed.

APPENDIX 9 DISENGAGED CASE SUMMARIES

Case	Date & Source of referral	Length of Engagement	Brief Summary of case	Reasons for Disengagement	Outcome / Impact
1	24.06.08 HMP Eastwood Park	5 months Last contact: 5 th November 2008	AC's priority when she first engaged with WTP was accommodation. Before WTP met her she was released on HDC and went back to prison and released again. She had a great deal of agency involvement (Probation, Clearsprings, DIP) and her new priority was a Community Care Grant (she didn't complete the assessment). KA was visited at home. Had set herself lots of targets and receiving lots of support but wanted WTP to assist with training needs. She completed all paperwork and was accepted onto life coaching course. Her requests to WTP centred around funds (e.g. for purchasing books for course but also to make a prison visit). She accused her Support Worker of not helping with these. KA secured herself a job in a store and WTP wrote support letters for accommodation and to her employer to help her to retain her job (another staff member had discovered that she was using methadone and had threatened to tell the Manager.) Some evidence that started to use heroin again.	Not completely clear. On the one hand she was already receiving lots of support and seemed to be using WTP mainly to secure money and letters to help her secure and retain employment (which she had achieved before disengaging). She may, however, have started to use heroin again. Last documented communication indicates that KA was enjoying her job and generally in a positive and happy frame of mind.	Positive: Employed and reports being happy.
2	09.01.08 Women's Aid	12 months. Last contact: by phone on 12 th January	MB had experienced an abusive intimate-partner relationship for seven years (her now deceased partner had also forced her into prostitution). Her only child had suffered an accidental death. She had taken	MB was supported for eight months by one Support Worker and then handed over to another. The	Negative: MB was in rent arrears and not contactable.

		2009.	<p>numerous prescription drugs before living at Dyfrig House and was prone to overdosing. MB had been forced to leave her accommodation. She had accused a male resident of sexual assault and he had been evicted and subsequently took his life. Other residents blamed her and she was forced to leave.</p> <p>MB was already linked in with numerous agencies (DIP, Inroads) and liaising with key workers at these organisations. She was receiving lots of general support.</p> <p>At some point she received a custodial sentence.</p>	<p>original Support Worker then resumed work with her in April 2009. Support worker tried to contact MB on date that she was due to be released from prison.</p> <p>Unable to make contact.</p>	
3	14.12.08	6 months . Last contact: exit letter sent on 29 th June 2009.	DC was living in a YMCA and attending DR Programme. The main support sought was with finances and accommodation. WTP undertook much work liaising with her landlord who was trying to evict her (illegally). DC missed many appointments with her WTP worker but also ultimately Probation. DC became hospitalised in April 2009 (she suffered a swollen arm due to infected needles) and again in June 09. Already linked to DRR and Probation	DC had not turned up for appointments or answered phone calls and was not engaging well with WTP.	Negative: Client missed appointments and had physical health problems due to drug use.
4	25.02.09 Self-referral	No information in file about letter sent or date of disengagement .	FA received a good deal of assistance from the WTP. Amongst other work, the WTP referred the client to TSS and she was placed on a 4-week waiting list. A number of visits made and lots of phone calls to various water, gas and electric utility companies on her behalf. Calls were also made to FA's solicitor as she was in debt for non-payment of bills. Calls were also made to her GP to arrange, cancel and re-arrange appointments. Letter also written to Job Centre to say she cannot cope with fortnightly payments. Lots of contact with client's son	Fairly intensive engagement. Largely about practical issues and less about emotional support.	Moderate: Client is in accommodation but still in debt.

			<p>too. Last entry says that FA wanted WTP to get in touch with tenancy support worker about getting a new shower. No further information.</p> <p>Lots of liaising with utility companies, doctor and solicitors. So, assistance is largely connected with housing, health and benefits.</p> <p>Linked in with Probation. Referred to TSS. Got a tenancy support worker.</p>		
5	24.04.08 HMP Eastwood Park	No information in file about letter sent or date of disengagement	<p>SP was released from prison on a home detention curfew (HDC) to Clearsprings house. Soon after release Clearsprings withdrew support as the client was in trouble with the police. She moved to a B&B where WTP visited. She failed to answer Lots of phone calls. TWP tried to arrange for a housing (Llamau) application to be completed but client kept missing appointments. More visits. Client evicted from B&B due to alcohol use. Support given by WTP regarding alcohol abuse and lots of effort made to try to resolve housing problems. Eventually housing form completed and last entry states that Llamau sent a letter to WTP saying that client has an appointment with them.</p>	Unclear why client disengaged. Could be due to Llamau taking on the case.	Moderate: Appointment with Llamau made.
6	24.09.08	7 months Exit letter 26 th June 09.	<p>SJ first had contact with WTP on 10th November 2008. Her priority was to get her own accommodation (pressure to leave her grandmother's home). SJ applied for accommodation via Probation. WTP made enquiries in relation to supported accommodation. However, SJ then took up rented accommodation from an aunt. SJ had three different case workers in the space of five months. There was some confusion over meeting times when the second worker took over. The last contact seemed fairly positive in terms of SJ's contact with her</p>	Unclear end result. CDAT informed WTP that SJ had missed appointment. Calls and texts to SJ failed to get response.	Moderate: Unable to reach SJ and confusion over appointment times but last contact positive, especially in relation to contact with her child.

			child. WTP assisted in terms of trying to assist with housing needs and also assisted with information regarding a college course, mental health needs and a community care grant. Client was already linked in with Probation and CDAT.		
7	18.11.08 Probation	2 months. No information re actual date of disengagement .	JJ had suffered recent bereavement, had a chaotic life and required housing. Housing letters were sent out and numerous calls were made by WTP to JJ regarding appointments but she failed to make contact. At 21 st April 2009 she had still not been housed. Client was already linked in with DASH; TEDS; Janro Community Service.	E-mail from Probation on 5 th March 2009 confirmed that JJ no longer wanted WTP support. No reason indicated.	Negative: JJ had not secured housing when she existed the WTP which had been her priority.
8	14.04.08	5 months. Last contact 20 th September 2008.	LM had her first assessment at WTP on 7 th May 2008. Her main concerns centred around her desire to live in a separate home to her partner. She was also experiencing difficulties with her young son (aged 11) who was on verge of being permanently excluded from school for aggressive behaviour. Social Services had already arranged a parenting course and fast track support. LM failed to turn up for second appointment and several attempts by WTP staff to speak to her also failed. WTP liaised with housing, Social Services and provided psychological support as LM was overwhelmed at times by Social Services. Client was already linked with family support worker and Social Services.	Last contact on 30 th September 2008 when LM indicated that she was unsure about house move. She was still having problems with her son. Said she would come to the Women's Safety Unit for help with income support and self esteem.	Moderate: Not clear that outcome much better than would otherwise have been though clearly some psychological support provided. Family Worker seemed effective.
9	01.10.08	1 month. No clear information in file re last date of engagement.	PG believed there was a warrant out for her arrest when she first met with WTP on 14 th November 2008. Her life spiralled out of control after a close friend died. She was drinking excessively and lost her job as a shop manager. She also lost her flat as she failed to keep benefits appointments. PG was a self-harmer. Several planned appointments failed (one as WTP worker late, another as client ill). WTP met client again on 2 nd	Several attempts to contact failed. Not clear why.	Negative: Missed appointments and no clear progress noted in file.

			December 2008. Next contact by phone when she said everything fine. However, she has outstanding fines and had a 4-day alcohol binge earlier in December.		
10	28.04.08	12 months. Exit letter on 8 th June 2009.	HP was desperate to get her own accommodation (living with mum and stepdad but not ideal). Motivated to get work and be drug free. Completed Llamau (housing) application and after a successful interview was given a place. Several attempts to contact her to check her well-being failed. She then came to WTP with a friend who had an appointment. She had decided to continue support (having received letter from WTP offering further assistance). Had found employment but since been sacked. WTP Support Worker visited her at home but she was in bed and so the appointment was re-arranged. HP called into WTP complaining of being bored. Free leisure centre membership suggested. Several attempts to contact HP then failed. HP then attended WTP concerned that she may be pregnant. It was ultimately confirmed that she was not. Friction with female house mate led HP to find new accommodation where she was much happier. She also found employment (2 hours per day) and reported being happy (despite struggling financially). One month later HP contacted the WTP in a very distressed state as she had been attacked over the weekend and was unable to get to work. Needed assistance to sign on a job centre and some emergency cash. All issues were resolved. Several attempts to contact her then failed. She then called into to seek funding re H&Social care course. Announced that she was pregnant and still wanted to pursue course from home and asked for money for computer. Already has a case worker. Lots of support with housing and employment applications and Doctor's appointments.	Last contact in person on 16 th March 2009. Last contact by telephone 5 th May 2009.	Positive: Undertaking voluntary work and feeling well.

			Money sought for bus fare, PC and books.		
11	29.08.08	3 months.	<p>YW was released from prison on 6th November 2008. Attended WTP with her mum on 11th November and very positive about making changes. She was using Methadone as a substitute for her heroin addiction. Her priority was housing as she was living with her mum in overcrowded conditions. A number of applications for housing made were made via WTP and counselling was also suggested (she had felt rejected by her father). YW had re-established a bond with her son. She was forced to leave her mother's home at the end of November. She was last known to be sleeping on the floor of a housing shelter. WTP went to collect YW from the housing shelter to take her to a Probation appointment but she was under the influence of alcohol and/or drugs. She was given a lift to CADT. Her main interest was in securing money for bus fare. Her relationship with her son was deteriorating in that her mother was now insisting that YW could only see her son via Social Services. WTP directly arranged housing and lost of housing issues were addressed.</p> <p>Already linked in with DIP and CADT.</p>	Several attempts to reach YW failed. Last contact 4 th December 2008.	Negative: Last known housing is sleeping on the floor of a housing shelter (Huggard centre) and using alcohol and/or drugs and in a dishevelled state.