



[CLARASYS]

Clarasys's experience with the [*justice*] sector

We have [*extensive*] experience working with Government departments to support them in successfully [*delivering*] complex transformation programs. In particular, our [*user-centered*] design and change management capabilities have supported the [*successful*] design, implementation, and adoption of [*high-profile*] community-facing services.

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Over the last six years, we have worked throughout the Justice sector collaborating with stakeholders to achieve better outcomes, helping people break the cycle of crime, supporting victims, and ultimately empowering communities to promote equity. We have worked with the Probation Service, the Prison Service, His Majesty's Prison & Probation Service (HMPPS) policy team, His

Majesty's Courts & Tribunal Service (HMCTS), law enforcement, Youth Offending teams, the Crown Prosecution Service, accommodation providers, and Ministry of Justice (MOJ) digital and rehabilitation charities.

Our people-centered approach means we focus on supporting stakeholders and people going through the criminal legal system. Throughout their change

journey, we employ behavioral change best practices to drive meaningful, long-term transformation.

We are passionate about the work we do in the Justice sector, and the opportunity this gives us to make a difference to both individuals and communities.



What we do in the Public Sector - Our [*capabilities*]

Behavior & Culture Change



Through using a systems thinking approach and applying behavioral science, we can better understand

underlying behavioral motivators, and can nudge individuals and system leverage points to enable the target behaviors. We believe that focusing on behaviors leads to lasting change. Our change interventions are grounded in behavioral science best practice, and academic research to help your change stick.

We work with you to determine the best way to measure change intervention effectiveness, depending on the length, scale, and complexity of your project. Our agile method to delivering behavioral change enables us to quickly design, test, and adapt solutions, meaning that we deliver the most effective outcomes and help you to realize benefits quickly.

User-Centered Design



We identify the community member and user experience, conducting detailed, transparent analysis of the way your organization works now – so you can decide upon its future.

Working from discovery all the way through to live and sustainment, we use data governance leading practices throughout. We analyze, innovate, and design how to provide the best possible experience to individuals when using your service/system.

Change & Communications Strategy



With a proven track record, we embed new processes, technologies, and alternative culture or organizational models to deliver sustainable change. Clarasys brings clarity, simplicity, and agility in our approach to change, collaborating with our clients and their customers to understand their specific needs and deliver early, incremental, and continuous lasting outcomes.

We create tailored strategies for communicating and engaging with diverse ranges of impacted stakeholders, ensuring they are aware, involved, and on board with the change from the start. When your vision, outcomes, and technology have been established – we will design and implement a series of initiatives and interventions to make the change stick.

Portfolio & Project Management



We help you deliver your vision, whilst reducing risk, cutting costs, and improving success rates. We mobilize teams and projects to achieve the desired business outcomes, whether you are at the beginning or part-way through your project or program,

Building In-House Capabilities



We want you to be able to succeed without us, without dependency. We have a long history of supporting clients to identify their capability gaps, build the right team, and then coach or upskill their staff to succeed going forward without us.

Digital and Data Strategy



We work with you to make sure your technology implementation aligns with your program objectives, and to define how you use your data to drive key decisions in your organization.

Operating Model Design



We analyze and design how your end-to-end organization should work. We support you to design your future-state operating model, map your customer journeys, produce service design blueprints, and support your staff through the transformation to the new organizational structure.



Our [Justice] experience

Here are some examples of where we've delivered Justice work

HMPPS: Design and change management for the introduction of GPS tags

Clarasys supported HMPPS with the design and implementation of its Electronic Monitoring Program which spanned multiple departments and public sector organizations, working across the MOJ and the Home Office. We conducted discovery work to gather stakeholder needs for the service, including the facilitation of visioning workshops with both frontline staff and leaders to understand the

ambition, opportunities, and challenges for Electronic Monitoring. This analysis helped us to identify user journeys to support design, as well as understand the key barriers and behaviors that would influence the adoption of the Electronic Monitoring capabilities.

We subsequently led an extensive change management program to

help successfully replace existing electronic monitoring technology with new devices and introduce the new GPS-monitoring capability. Following the successful roll-out, the project was awarded a Communication and Engagement Award by the Operational Delivery Profession.

HMPPS: Pre-sentence report pilot

We supported the Probation Service and MOJ policy with the refinement and rollout of an Alternative Delivery Model (ADM) to produce higher quality and more timely pre-sentence reports (PSR) in 15 Magistrates' courts across England and Wales.

Our approach involved working closely with senior representatives in key organizations in an effort to understand the impact of the alternative delivery

model on court staff and empower them to deliver the change. For court staff at pilot sites, we executed a six-week local engagement phase to inform them of the pilot prior to go-live, delivering communications in many different forms, including: webinars; briefings; articles; drop-in calls and posters; and opening feedback channels to ensure the views of end users were heard.

All Magistrates' courts have successfully adopted the alternative delivery model which ultimately is beginning to improve the quality and timeliness of reports in courts. Networks have been created within the pilot sites that empower court staff to share experiences and work with the pilot team to ensure there continues to be a successful adoption.

HMPPS: Community accommodation

Accommodation is an enduring issue that impacts re-offending and rehabilitation. To address this, HMPPS has created a Community Accommodation Service (CAS), which supports the newly unified Probation Service in providing the most

appropriate accommodation solution to meet the specific needs of people on probation.

Clarasys is responsible for procuring and implementing the CAS3 service in London through five contract lots.

Activities involve raising awareness and engaging early with the market and with Local Authorities, and designing the operating model for London Probation to be able to utilize this groundbreaking new service.



HMPPS: Release on Temporary Licence discovery

Clarasys carried out a six-week discovery to identify the feasibility of introducing Electronic Monitoring (EM) as part of Release on Temporary Licence (ROTL). We worked with policy makers, the EM program team, and a

number of potential providers to identify the most cost effective technology and design an end-to-end service. We engaged with incarcerated people and prison governors across all England estates to showcase how the

service would work in practice and gather on-the-ground feedback. The results of our discovery work allowed HMPPS to make an informed decision against the introduction of Electronic Monitoring for ROTL cases.

HMPPS: Introducing alcohol monitoring tags

Clarasys supported Ministers and HMPPS by designing and implementing the Alcohol Monitoring service which aims to tackle the high volume of alcohol-related offenses.

We worked closely with the technology provider to ensure the design of the service met the needs of its stakeholders, while making certain it was embedded into existing processes and systems. As part of the communications and engagement

strategy, we utilized our behavioral change capabilities by providing:

- Feedback in the moment (i.e., live demos of the web portal to show how easy it is to use)
- Availability (i.e., making guidance readily available at a click of a button and linking out to further reading resources)
- Priming (i.e., sharing real-life case studies during awareness briefing to reinforce the benefits case)

Our implementation of the Alcohol Monitoring service enabled 2,383 offenders (as of Dec 2021) to be more robustly managed in the community in response to alcohol related crime. Our awareness campaign reached over 2,600 staff across over 80 virtual briefings, which were supplemented with training resources such as desktop guides, videos, posters, brochures, an eLearning module, and handbook, ensuring frontline staff were equipped with the necessary information and ready for the change.



HMCTS: Family public law reform program

Clarasys worked with HMCTS on the family public law reform program, which brought new technology and modern ways of working to the way justice is administered and effectively contributed to improving the HMCTS brand.

Clarasys provided business analysis expertise to streamline and simplify the user online platform (via GOV.UK). We ensured that the overall presence of the solution aligned to the GOV.UK brand and conformed to the relevant standards. During beta testing, we

engaged users to understand their sentiments towards functional and non-functional aspects of the brand, which were then used to refine the solution.

HMPPS: Bail information service

HMPPS wanted to understand how bail information services could be better delivered across courts and prisons in response to COVID-19. To drive preparation activities for a six-month pilot and future national rollout, Clarasys collaborated with HMPPS to discover the key goals, change impact, and recommended next steps. We had one month to drive key activities to prepare HMPPS for an upcoming six

months bail information services pilot and a potential future national service. At the end of the month, HMPPS had several products that the pilot could benefit from, including:

- A benefits framework to monitor the success of the pilot
- An evaluation framework that would capture data to inform a national rollout
- Cost benefit analysis methodology
- Updated process flows demonstrating how the process could run in courts and prisons
- A high level impact assessment and key messages for future communications
- A roadmap detailing recommended next steps



HMPPS: Acquisitive crime

The Acquisitive Crime project was commissioned in 2020 to deliver on the Government's ambition to reduce neighborhood crime and target individuals who have committed crimes and who have notoriously high rates of reoffending, coupled with low rates of detection and prosecution.

We supported with designing the operating model for the entirety of the crime mapping service, including standing up a new operational team, leading on recruitment, training, processes, IT, and workforce planning. In addition, the Clarasys team managed the roll-out of the change across two

different phases, by:

- Briefing over 2,000 probation, police, and prison staff on the legislative change and the respective processes.
- Creating a multi-agency comms campaign across internal and external platforms (i.e., intranet articles, senior leaders bulletins, key workers bulletins, press office), ensuring stakeholders were aware of their role in this high-priority initiative.
- Creating cross-agency single point of contact (SPoC) working groups who championed the initiative,

disseminated information, provided feedback, and monitored how the change had landed.

- Acknowledging resistant behaviors, embedding the new self-service portal into daily ways of working across the Probation Service, and monitoring through regular reporting on usage.

The Acquisitive Crime service has been successfully implemented across half of England and Wales, with the new portal effectively adopted and being used to support rehabilitation.

HMPPS: COVID Early Release Support

In April 2020, as a result of the COVID-19 pandemic, prisons had to identify how they could release incarcerated people early in order to prevent the spread of COVID-19 in the correctional facilities.

Clarasys helped the MOJ to procure additional tags, define a new operating model to incorporate these new technologies, and define the process for monitoring and breaching of these conditions. As a result, in the space of

three weeks, the Electronic Monitoring service was prepared for the potential early release of thousands of incarcerated people due to COVID-19.

Projects with Justice-related charities

CrimeStoppers.

We've completed multiple projects for CrimeStoppers; highlights include:

- **Fearless:** Fearless is CrimeStoppers' youth outreach program, which had experienced rapid growth in 2018. Due to regional variations in funding criteria, the program was being delivered differently across the UK, which led to higher levels of operational risk across the program. We conducted and analyzed a series of workshops, interviews, and surveys to provide an objective view of the program's key successes and areas for improvement, in order to help inform the strategic direction of Fearless in the coming years. We also made recommendations for the near future to reduce the current risk levels.
- **Internal Communications Strategy:** We assessed their current communication channels, provided some recommendations about what was missing and how to optimize current platforms, and helped them curate a new communications campaign - "You said, We did". This approach meant that employees felt heard, and enabled the charity to better engage them with organizational messages from leadership, as well as to prompt action, where required, on operational matters.
- **Police Force Customer Experience:** We worked alongside CrimeStoppers to better understand the needs of police forces receiving information. This involved speaking to a breadth of forces across England and Wales to define improvements across their interactions with the charity. This resulted in more actionable information being shared with forces in a more timely manner to help keep communities safe.

The Nehemiah Project

Helping a rehabilitation charity to scale

The Nehemiah Project (TNP) aims to provide residential support for men with a history of addiction to transform their lives and reintegrate into society. The organization was experiencing issues in using their accommodation to full capacity as well as some internal process challenges which were decreasing efficiency.

We conducted an initial Customer Relationship Management (CRM) and system analysis, assessing the cost, ease-of-use, and ease-of-

implementation. Improvements were made to their referral processes and we provided training materials. Marketing recommendations were created taking into account their current and potential network, activities and tracking methods. A roadmap and tracking spreadsheet were produced to enable TNP to prioritize what should be done first and provide a sustainable methodology of how to maintain their network and target additional funding.

This helped TNP:

- Improve the management of occupancy with their current and new properties
- Improve marketing to potential new occupants
- Reduce staff time spent on internal processes to aid availability for applicant interviews
- Improve their referral process
- Reach more potential residents directly and indirectly

SWITCHBACK

Training and process improvement

We carried out a discovery project to help Switchback understand how their processes look today, and to highlight areas for improvement based on their aims to scale over the coming years. We assessed how Switchback

managed each individual trainee's case files and data, and recommended improvements to ensure the process met the needs of the staff while protecting trainee data. We produced reusable training materials, which

would allow Switchback to both align all staff on the process and ensure going forward the process was clearly documented for new staff.

Clarasys's experience with the justice sector

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