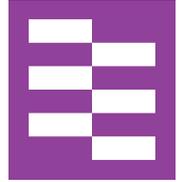




National Offender
Management Service

National
Probation
Service



Transforming Delivery of Probation Services in England and Wales

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Ministry of Justice

- Oversight and delivery of criminal justice services (apart from the police) in England & Wales
- National Offender Management Service (NOMS) has responsibility for management of offenders, both in prison and in the community
- New probation structure established 2 June 2014

Evolution of Probation Service in England & Wales

1920s:
Probation
Committees

2000:
Probation
Boards

2008-10:
Probation
Trusts

2014: National
Probation Service &
Community
Rehabilitation
Companies

1907:
Probation
Service
established



Previous structure: probation trusts

- 35 “Arm’s length” bodies – probation trusts
- Established over a three year period (2008 to 2010)
- Provided probation services under contract to Secretary of State
- Overseen by National Offender Management Service, an agency of the Ministry of Justice
- Government hoped probation trusts would bring in new providers of services and explore new techniques

Probation in England & Wales, 2015: Some facts

154,000 offenders under supervision in the community.

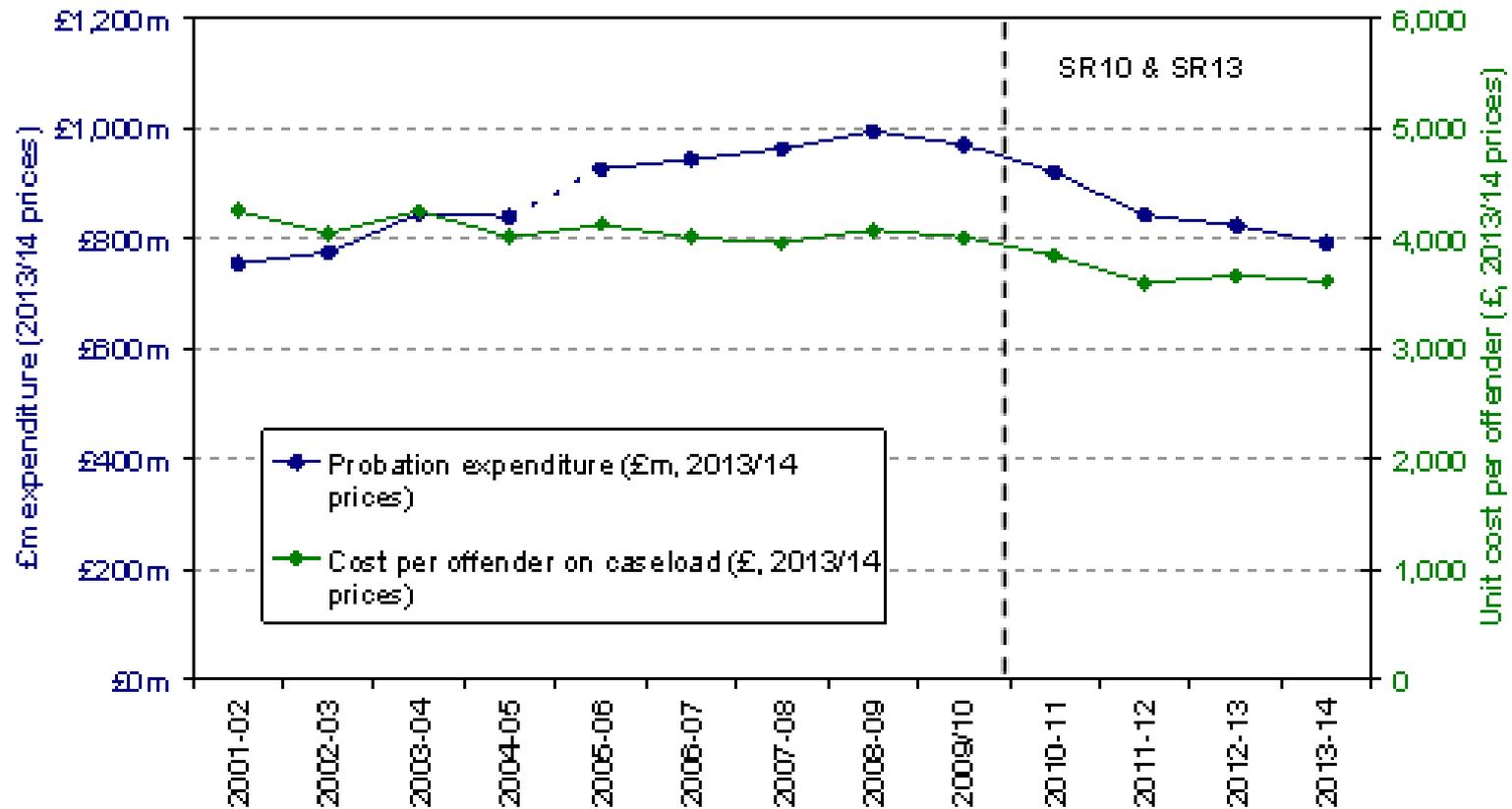
Total caseload: 228,000, including offenders serving custodial part of sentence

17,000 probation staff.



Budget & Caseload

Probation – expenditure & unit costs (in real terms, 2013/14 prices)



Transforming Rehabilitation

2010: Government commitment to reform probation

- re-offending rates remained stubbornly high
- new providers, new approaches
- “payment-by-results”
- expand supervision to include short-term prisoners after release
- “Through-the-Gate” service from prison into community for all
- reserving “public service” functions to public sector

Transforming Rehabilitation – New Delivery Model

Delivering the new model involved the following steps:

- creating 21 Community Rehabilitation Companies, initially in public ownership
- creating a new National Probation Service to operate services that were to remain in public sector
- allocating 17,000 probation trust staff to CRCs or to NPS
- launching new structure within the public sector
- a bidding process for the CRCs, leading to transfer of ownership to the successful bidders

Services provided by NPS and CRCs

NPS

1. Advice to courts on sentencing for all offenders
2. Assess risk and retain or allocate offenders
3. Manage highest-risk-of-harm cases
4. Deliver specialised interventions
5. Decisions on recall of offenders to prison
6. Services to victims of crime
7. Management of Approved Premises (hostels)

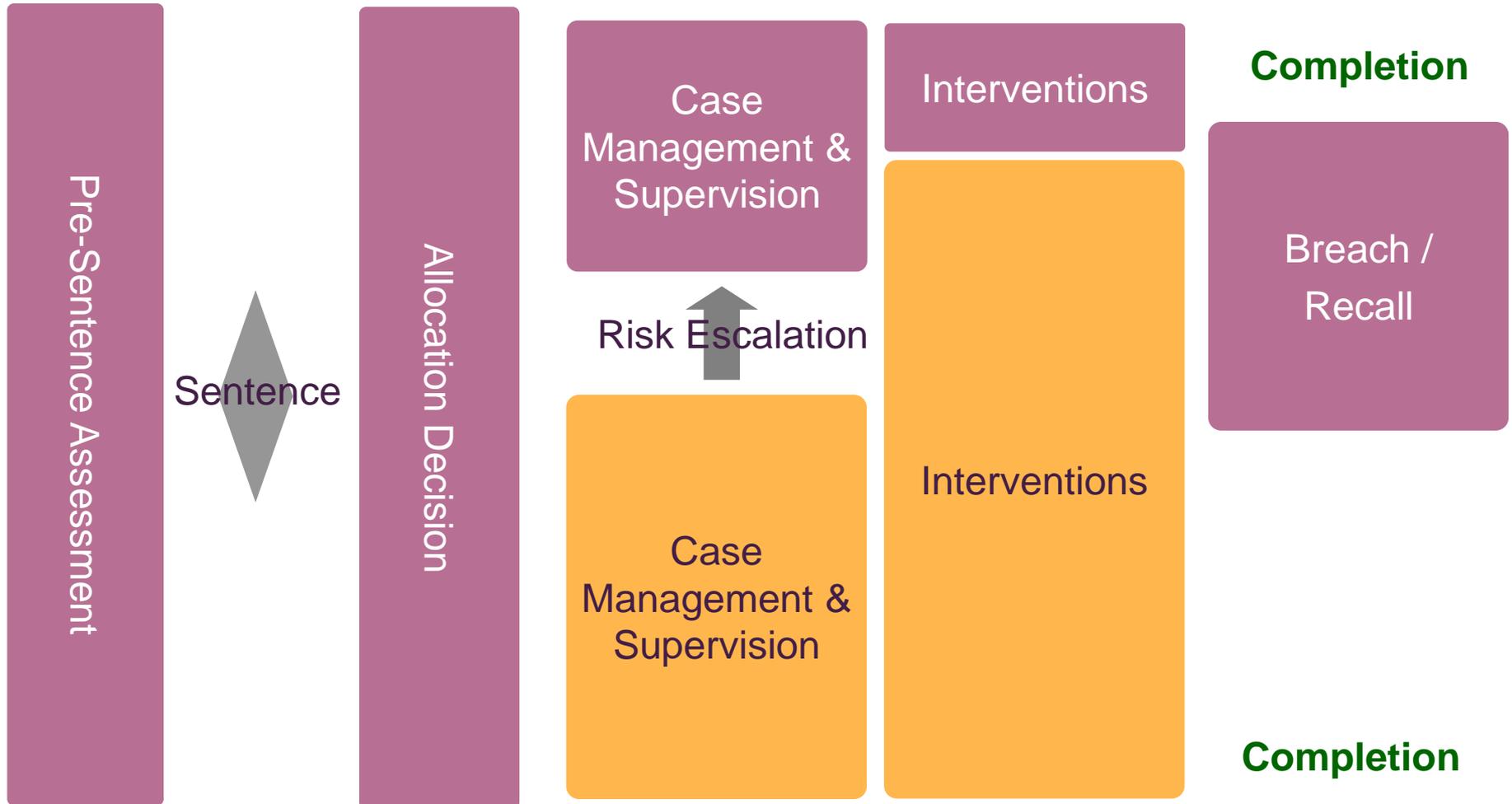
CRCs

1. “Through-the-Gate” service
2. Manage most low- or medium-risk offenders
3. Design and deliver rehabilitation services
4. Identify change in risk: where risk increases, refer case to NPS
5. Refer breach of sentence requirements/licence conditions to the NPS

Process Flow

NPS

CRC



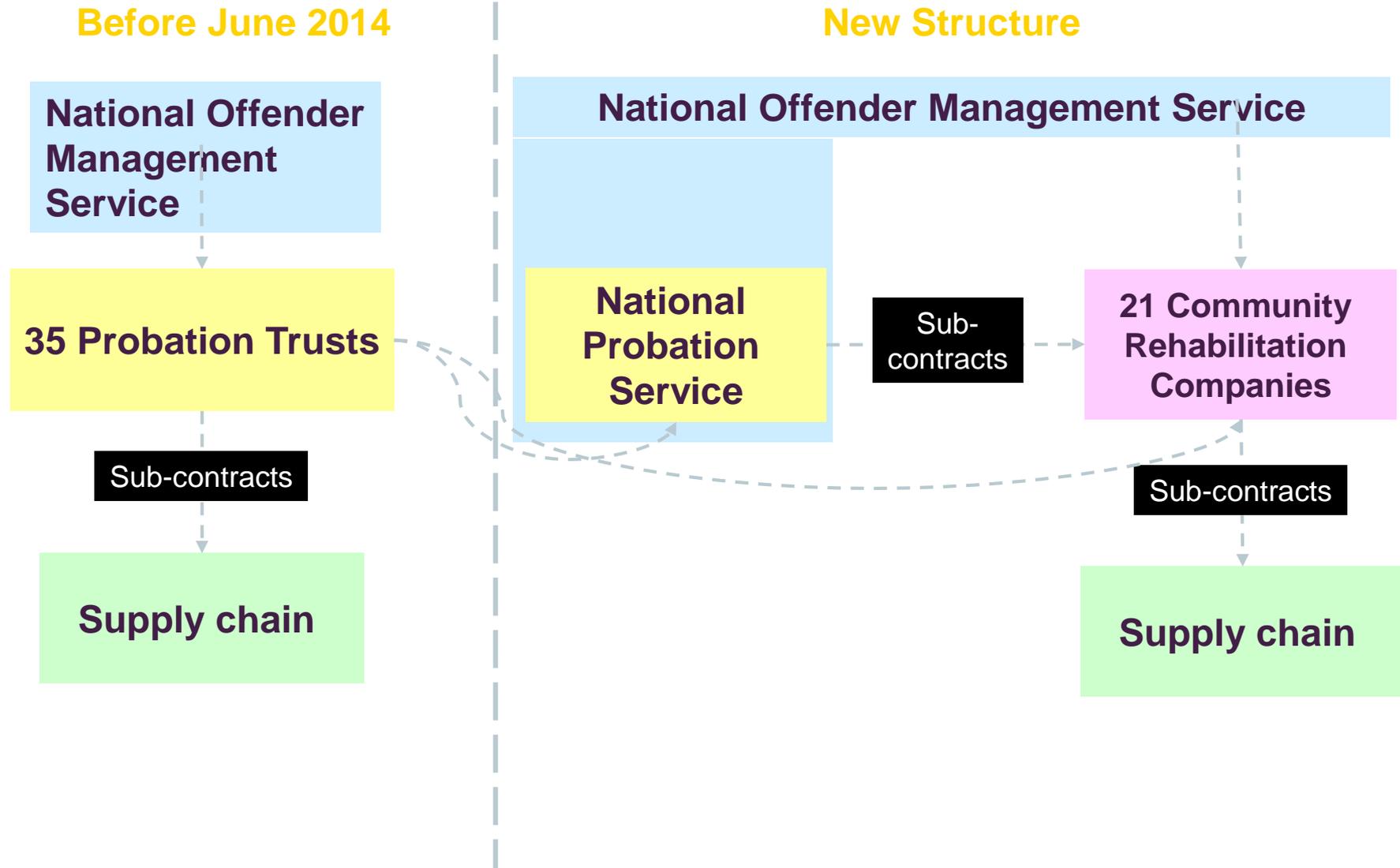
Design, Legislation and Competition

The design process included:

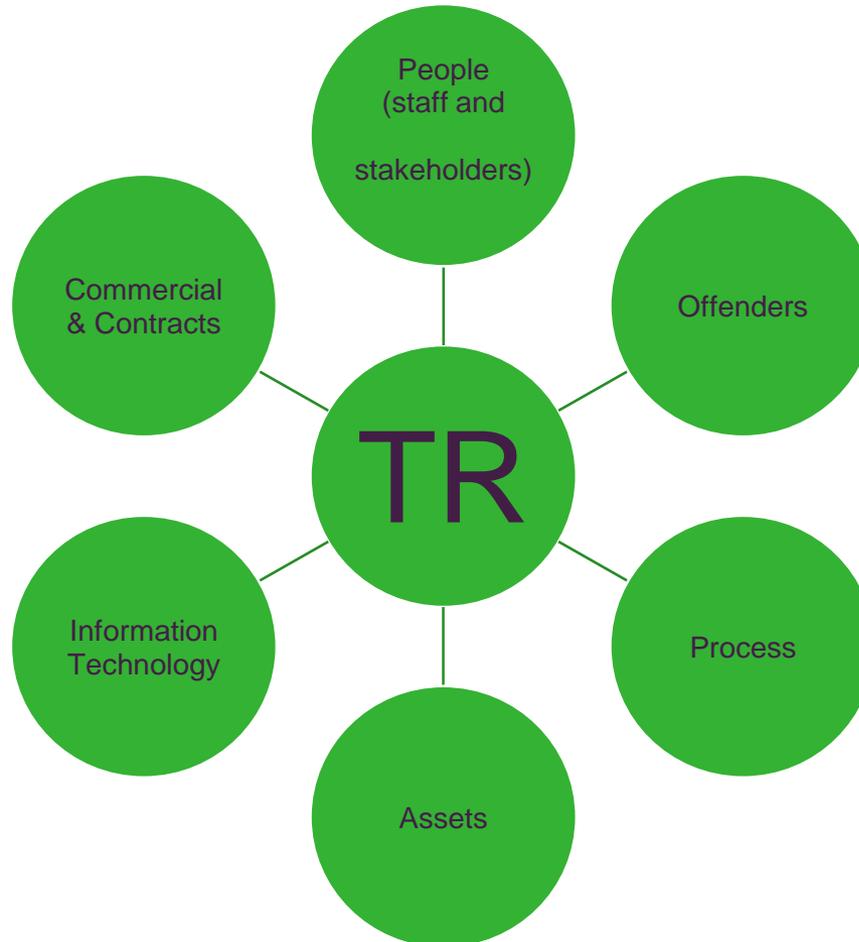
- a detailed blueprint for reform, including NPS and CRC structures and governance, sentencing, offender management, “Through-the-Gate”, local partnership, information technology and accommodation.
- new legislation providing for all offenders released from short prison sentences to receive 12 months’ supervision in the community (around 50,000 additional offenders under supervision)
- a sophisticated bidding process to deliver plurality of ownership (private sector, third sector, voluntary sector and staff mutuals), high-quality bids and value for money

Making it Happen - New Structure

35 Trusts re-organised into 21 Community Rehabilitation Companies and a single National Probation Service



Making It Happen – mobilisation



“Through-the-Gate”

- Reform of prison system, to support rehabilitation outcomes.
- Help and support for offenders in custody continues into the community following release.
- Network of 89 resettlement prisons, so that prisoners can be accommodated close to places they will return to on release.
- CRCs providing resettlement support, including with finding accommodation and employment.

The way ahead

- NPS inherited 35 different ways of working and allocating resources.
- E3 programme (Effectiveness, Efficiency, Excellence) will deliver a consistent model, with best practice built into operational processes and equitable resourcing.
- New system of probation qualifications, known as Criminal Justice Learning, will replace the existing training framework from 2016.

Questions

