



HM Prison &
Probation Service

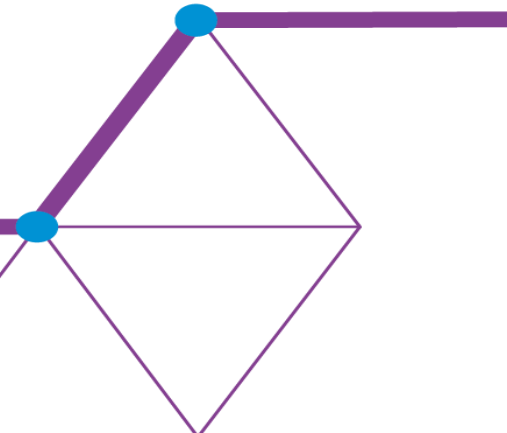
National Probation Service

Update on Probation Unification

October 2021

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[insert region]



Today's Objectives

1

Provide an Update
on the unification of
the Probation
Service

2

Provide an
opportunity to
discuss how these
changes might
impact our
organisations,
delivery and
outcomes for
people on
probation

3

Clarify our current
status in Barking,
Dagenham and
Havering

National Probation Service: Strategic Context

The Purpose of Probation

- As set out in law, probation services aim to:
 - Protect against further offences: protect the public, empower those that commit crimes to want to make positive changes and reduce the likelihood of reoffending, and
 - Address the harm caused by the original offence: highlight the effects of crime on victims and facilitate appropriate punishment
- Our reform of probation services, as outlined in [The Target Operating Model for Probation Services in England and Wales](#), will:
 - Stabilise the probation landscape
 - Reinforce its ethics
 - Ensure that core services are properly delivered
 - Innovate and improve the way these services are delivered to better achieve probation's aims

The foundations of our probation service are to 'Assess, Protect and Change'

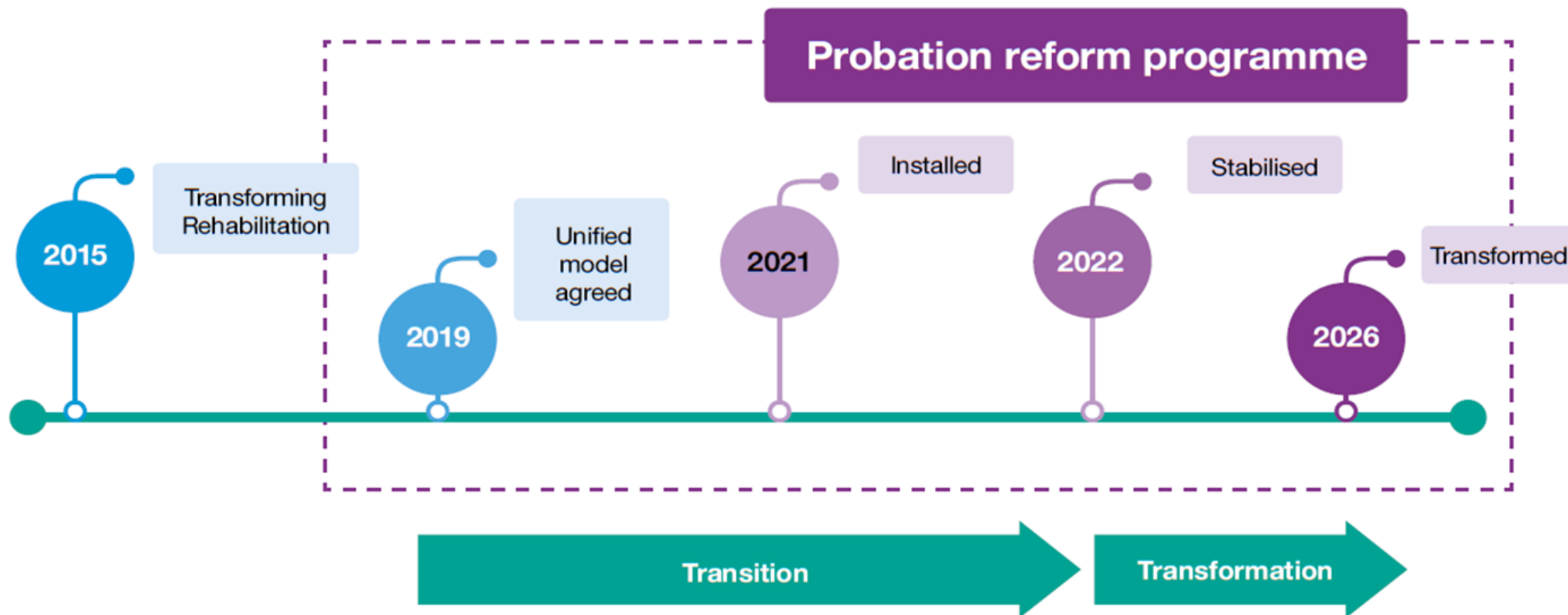
Probation Service Vision and the HMPPS Business Strategy

- The new probation model is grounded in the HMPPS Business Strategy, which sets out our vision to work together to protect the public and help people lead law abiding and positive lives
- Four principles inform how the probation service will 'Assess, Protect and Change':
 1. Enabling people to be their best: investing in our people to make sure they have the tools to do their jobs well and reach their full potential
 2. Transforming through partnerships: working closely with our partners to deliver a more holistic service that elicits positive change and keeps the public safe
 3. An open, learning culture: consulting with our colleagues and stakeholders, including people on probation, to learn from each other and look externally at good practice to improve our services
 4. Modernising our estates and technology: making our working environment safe and flexible; harnessing data and technology to facilitate more effective working practices
- We will achieve this on 26 June 2021, Day 1 of the new unified probation service, by bringing together the best of the public and private sectors, following the end of CRC contracts

The Case for Probation Change

- Probation services are a critical strategic partner central to ensuring that justice is delivered, supervising more than 250,000 individuals at any time
- Significant external scrutiny of the current probation system – the Justice Select Committee, National Audit Office and Her Majesty's Inspectorate of Probation have recognised the challenges and called for reform
- Effective probation must be a vital part of wider, local public service delivery, aiding responsiveness to local priorities and needs while ensuring that people on probation have equitable access to these services
- The new system aims to deliver the cross government ambition to increasingly promote the use of mental health treatment, alcohol treatment and drug rehabilitation requirements
- Implementing the Commissioning of Rehabilitative Services model enables supervising officers to access a range of local support services, to meet typical probation caseload needs
- Changes to probation are being made in tandem with other significant programmes of reform and delivery across HMPPS and its contracted providers

National Probation Service: Change Timeline



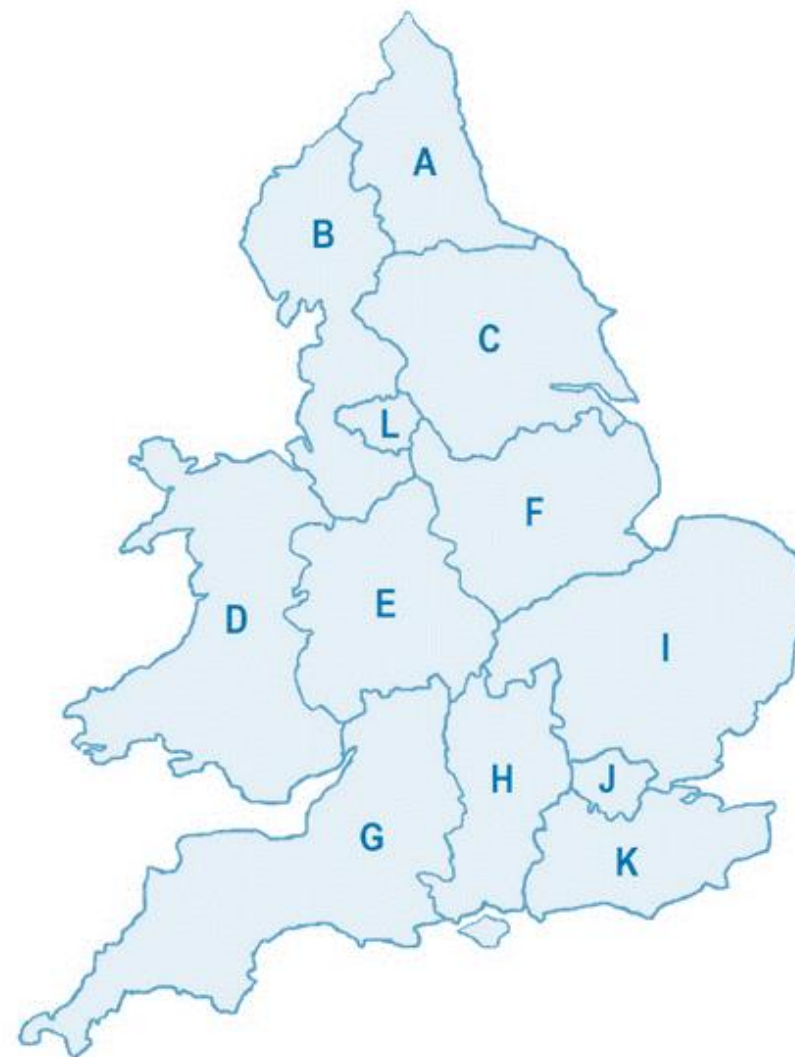
National Probation Service: Change Delivered

National Probation Service: Change Delivered

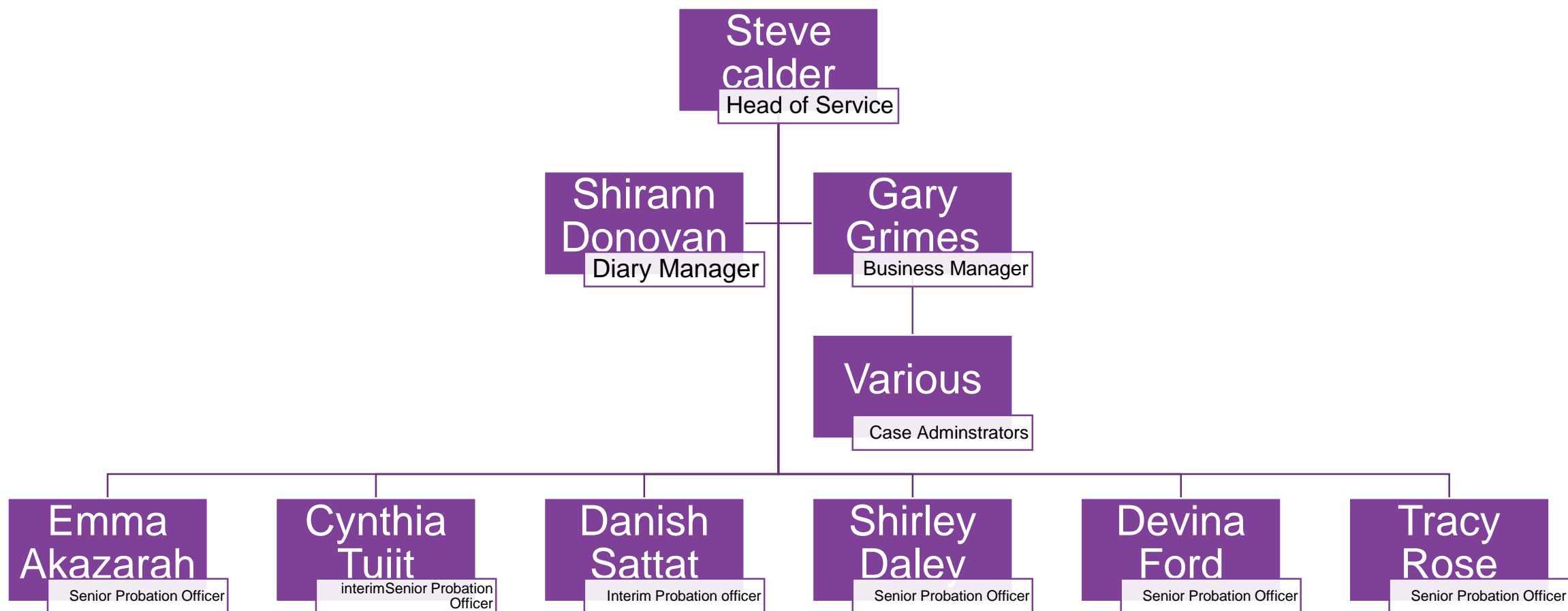
- Offender management moved to the NPS in Wales in December 2019
- Creation of 12 probation regions in England and Wales: 11 new probation regions in England, plus Wales
 - Led by 11 Regional Probation Directors in England who provide strategic leadership and are responsible for the commissioning and delivery of probation services; the NPS Director in Wales performs the same function
 - Regional footprints reflect caseload volumes and better align with local Police and Crime Commissioners and other public sector boundaries
- Delivery of a [Target Operating Model](#) to establish a strengthened probation service that keeps the public safe, supports victims of crime and tackles the often complex causes of offending, supporting a robust criminal justice system that commands public confidence and supports future change

National Probation Service: Change Delivered

Code	Region
A	North East
B	North West
C	Yorkshire & the Humber
D	Wales
E	West Midlands
F	East Midlands
G	South West
H	South Central
I	East of England
J	London
K	Kent, Surrey & Sussex
L	Greater Manchester



Barking, Dagenham and Havering



Day 1 Change: Organisation Headlines

Sentence management delivered by a single organisation, bringing responsibility for the management of all people on probation in to the National Probation Service by integrating Community Rehabilitation Company and NPS Sentence Management

New operational structure: eleven regions and Wales, led by twelve Regional Probation Directors with clear accountabilities between delivery of Sentence Management and outsourced interventions

Transformation through **partnerships** to deliver effective, innovative rehabilitation services, working with all potential providers of probation services, regardless of sector, to improve service delivery
Our priority is to ensure the best service for the public we serve

Modernising our estate and technology to enable reform, to support service delivery
Upgraded technology will enable better recording, sharing and use of data to inform decision making and facilitate better ways of working

Day 1 Change: Workforce and Culture

Our workforce is central to the successful delivery of probation reform

The new probation service presents an exciting opportunity to invest in our workforce

1. Recruit more staff to meet demand
2. Build a diverse workforce representative of the communities we serve
3. Provide staff with manageable workloads to support the provision of a high quality service
4. Deliver comprehensive, modern staff learning and development
5. Ensure our workforce is supported by the right structures and encouragement to maintain mental and physical health
6. Modernise our estates and digital solutions to provide staff and people on probation with modern, safe, enabling environments
7. Foster confident leaders who inspire and empower others, including strong regional leadership
8. Learn lessons from across the NPS, CRCs and their supply chains, to harness successes, including operations during Covid-19

Stabilisation and move to blended caseloads:

- Pre transition training for all legacy CRC staff
- the transition from unification to the full targeting operating model is a gradual one as highlighted in the timeline above. Whilst locally we will undertake some staff movement between teams to ensure the appropriate resource sits across the PDU there are no plans for wholesale movement of allocated caseloads between operational staff.
- Teams now restructured
- Staff training and gradual move to blended caseloads



[insert region]

Preventing victims by changing lives

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Recovery from Covid-19

- The COVID-19 pandemic:
 1. Resulted in significant challenges to the delivery of probation services
 2. Prompted us to adjust our model to bring the delivery of Unpaid Work, Accredited Programmes and Structured Interventions into the new probation service
 3. Enabled us to learn from alternative delivery approaches that we have adopted and are now embedded in our [Target Operating Model](#)
 4. Currently working towards BAU, Staff in 3 days per week and have returned to Face to Face reporting in line with new national standards

National Probation Service: Day 1 Change Service Delivery

Day 1 Change: Accredited Programmes

1. All staff delivering Accredited Programmes, including our Divisional Sex Offender Unit teams, will work in the probation service in new Interventions teams in our 11 regions and Wales
2. Additional eligibility and suitability checks are in place to ensure the right people on probation are on the right programmes
3. New timeliness checks are in place at six and three months from the end of sentence, to ensure requirements are completed in time and improve sentencer confidence
4. Programme delivery still impacted by Covid but group sizes increasing and plans to address backlog

Day 1 Change: Community Payback

1. Delivery of Community Payback has return to internal delivery and sits under interventions directorate
2. CP significantly impacted by Covid and a centralised position on how to deal with this is in place
3. Placements are still limited but capacity increasing

Day 1 Change: Commissioned Rehabilitative Services

The case for change

- One of a range of services supporting the 'Change' element of 'Assess, Protect and Change'
- Available to those with a Rehabilitation Activity Requirement and On Licence
- Allows HMPPS to commission a greater range of regional resettlement and rehabilitative services from specialist organisations, maximising local partnership working; first contracts awarded
- Enables service delivery tailored to meet the diverse needs of people on probation, supporting improved outcomes

Day 1 change

1. Detailed service specifications based on evidence, subject matter expert and operational input
2. Service delivery to meet key needs: Accommodation; Employment, Training and Education; Personal Wellbeing; and Women's Services
3. Includes tailored interventions to address: acuteness of need; the needs of particular cohorts; people with protected characteristics
4. Pre release accommodation and mentoring services available
5. Locally delivered regional and Police and Crime Commissioner level contracts from Day 1
6. Local contract and commissioning resource to explore effectiveness and work alongside local justice partners to inform re commissioning

Day 1 Change: Commissioning

1. Commissioning of other non enforceable outsourced interventions will change
2. Regional Probation Directors, HQ commercial support and regional contract management and commissioning teams will have responsibility for commissioning services
3. They will understand the rules and processes for commissioning and co commissioning, including what the Regional Outcome and Innovations Fund (ROIF) funding may / may not be used for
4. A mechanism is in place that allows those we commission services from to submit payment requests and support payment queries

In Greater Manchester, the NPS is working with the Greater Manchester Combined Authority to co-commission rehabilitative services.

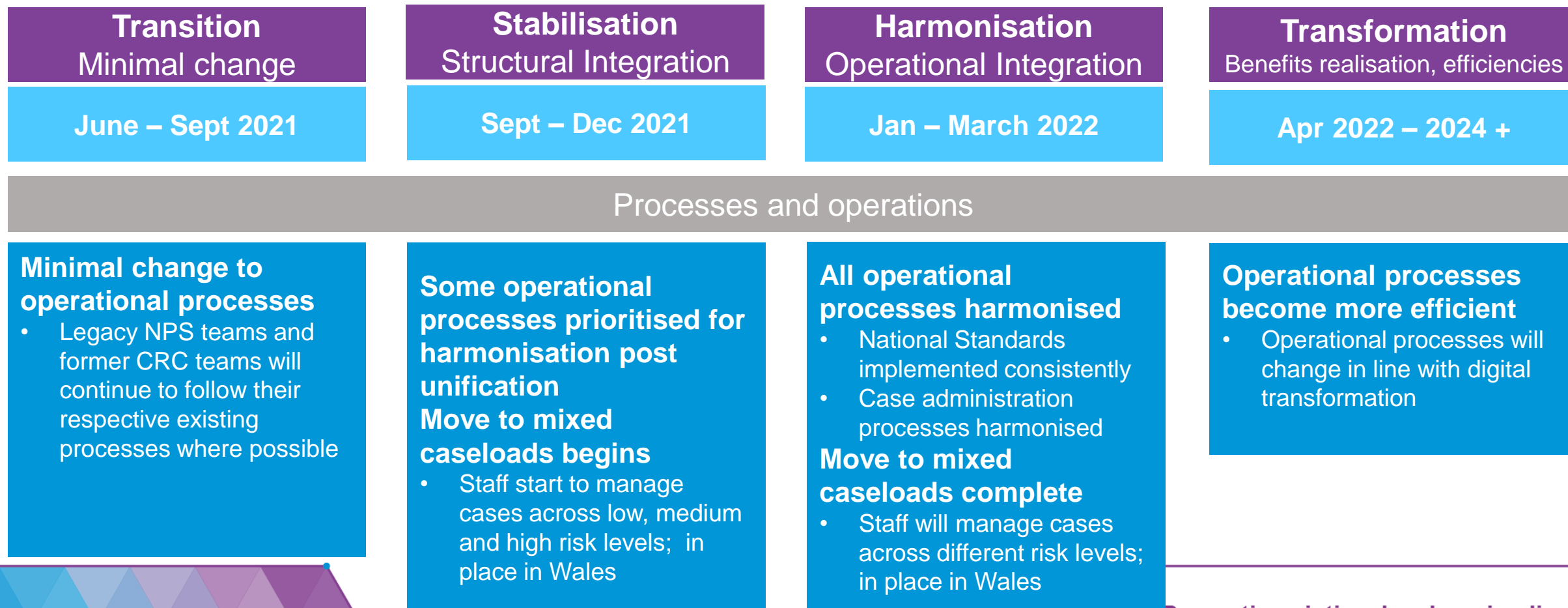
We are also co-commissioning women's services in London, with MOPAC.

National Probation Service: Future Change

Post Day 1 Change: 27 June 2021 Onwards

We will look to implement further changes to stabilise and transform services to achieve [The Target Operating Model for Probation Services in England and Wales](#)

Our high level roadmap for achieving this:



Longer Term Probation Reform

Consistent supervision and targeted rehabilitation

Trusted contribution to the delivery of justice in courts

A more fully resourced, skilled, responsive and resilient workforce

A flexible, responsive and collaborative system

Preventing victims by changing lives

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Feedback, Questions and Next Steps



THANK YOU