



# Transforming Rehabilitation: A revolution in the way we manage offenders

creating a safe, just and democratic society

## Summary of key drivers for reforms

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- A sustained reduction in re-offending. Overall re-offending rates have barely changed over the last decade; the same faces come back through the system time and time again. Almost half of all offenders released from prison offend again within 12 months.
- By drawing on the best services that can be offered by practitioners across the public, private and voluntary sectors we can deliver better rehabilitation support to more offenders.

### NAO research into impact of reoffending

- The 2010 National Audit Office report, *Managing Offenders on Short Custodial Sentences*, estimated that in 2007/8:
- The total cost to the economy of crime committed by recent ex-prisoners was between **£9.5bn - £13bn**
- Of this, the cost of crime committed by offenders released from short prison sentences was around **£7bn -10 bn a year**

# Summary of key reforms

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**We will transform service delivery by introducing a diverse range of providers to drive innovation and achieve efficiencies**

## ***Role of the public sector probation service and public protection***

- **The Probation Service will retain an important role focused on protecting the public and delivering other core functions**
- **The public sector will retain ultimate responsibility for public protection. Working in partnership with the police and others, the National Probation Service (NPS):**
  - o will manage directly those offenders who pose the highest risk of serious harm to the public – including Multi-Agency Public Protection Arrangements (MAPPA) cases;
  - o will continue to carry out assessments of the risk of serious harm posed by each offender;
  - o advise the courts and Parole Board; and
  - o handle most breach cases.
- **The majority of low and medium risk offenders will be managed by independent providers from the voluntary/private sectors or mutuals.**

## Summary of key proposals (cont)

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### ***Competing services in the community***

- **To put in place a national, centrally led commissioning function that:**
  - o supports a strong supply chain;
  - o avoids undue complexity and duplication; and
  - o is responsive to local needs.
- **There will be contract delivery of ‘bundled’ services nationally within a smaller number of contract package areas**
- **Providers will be contracted to deliver community order and licence requirements, and will be incentivised to reduce reoffending**
- **Payment by Results - a part of payment for providers will be based on success of reducing reoffending**

### ***Extending rehabilitative provision***

- **We will be able to extend rehabilitative provision to offenders released from short custodial sentences (under 12 months)**

# Legislation to drive change

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**Much of the current sentencing framework for adult offenders is governed by the Criminal Justice Act 2003 (the 2003 Act). The Offender Rehabilitation Bill makes a number of changes to the release arrangements set out in the 2003 Act for offenders serving custodial sentences of less than 12 months, and for those serving sentences of between 12 months and 2 years. In particular the Bill:**

- Extends release on licence for the second half of sentence to offenders serving custodial sentences of more than 1 day but less than 12 months.
- Create a new supervision period for all offenders released from custodial sentences of less than 2 years. The purpose of the supervision period is the rehabilitation of offender, and allows for a range of requirements to be imposed on the offender to support them moving away from crime. The supervision period tops up the licence period so that overall, every eligible offender will receive 12 months of supervision in the community after release.
- Creates a new process for magistrates' courts to deal with breaches of the supervision period. This is an important new role for magistrates, and the Bill gives them a wide range of sanctions – including up to 14 days in custody but also fines, unpaid work and curfews – that can be applied where a breach is proved.
- Creates a new drug appointment requirement for offenders who are supervised in the community after release.

## Legislation to drive change (cont)

- Expands the existing drug testing requirement after release to include Class B as well as Class A drugs.
- Applies the new supervision period to offenders who are sentenced as juveniles but who are 18 or over at the ordinary point of release from their sentence.

### **The Bill also makes changes to the arrangements for community and suspended sentence orders set out in the 2003 Act. In particular it:**

- Creates a new rehabilitation activity requirement for community orders and suspended sentence orders. It abolishes the “supervision” and “activity” requirements.
- Introduces new arrangements for the designation of “responsible officers” (who manage offenders serving community orders and suspended sentence orders), and makes clear that the responsibility for bringing breach action for these sentences should be reserved to the public sector.
- Introduces new arrangements for offenders serving community orders or suspended sentence orders to obtain permission before changing their place of residence.

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# Through the Gate Services

- New ways of partners working together to deliver rehabilitative services.

**First night and induction** – responsibility remains with the prison and the public sector probation, with further assessment and support for prisoners via competed provider:

## Prison / public sector probation

- Initial Safe, Decent and Secure assessments
- Information and support to facilitate their transition to custody
- Support for higher risk groups

## Competed provider

- Resettlement assessment in addition to prison / public sector probation responsibilities, including:
  - accommodation /
  - mentoring / children and families /
  - finance, benefit and debt advice

**Competed resettlement services** – what we are expecting the competed provider to deliver:

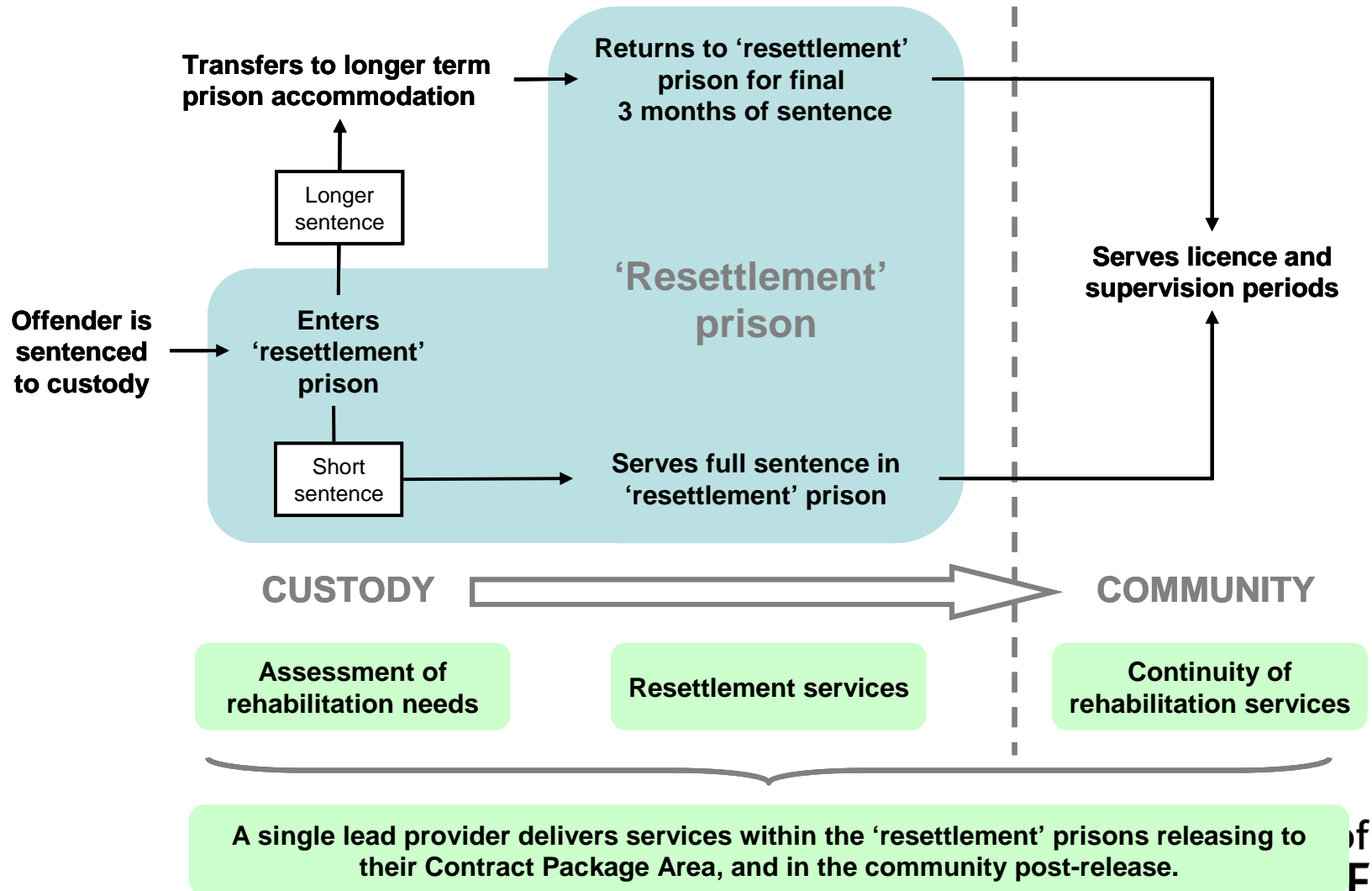
## Including:

- Assessments and resulting actions as mandated
- Rehabilitation support to all low and medium risk offenders

## Not including:

- Initial risk assessment
- High risk offenders
- Personal Officer levels of support

# Resettlement Prison – Prisoner journey





# Partnership working

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- **We are committed to ensuring that new providers integrate with effective existing structures, networks and partnerships;**
- We are firmly of the view that to reform offenders and contribute to public protection, providers will need to engage with statutory and non-statutory local strategy and delivery partnerships;
- Police and crime commissioners have a role in tackling crime and supporting victims and will be a key partner for our new providers;
- We need to preserve and build upon the good work already done by agencies who work together to manage offenders in the most effective way e.g. Integrated offender Management (IOM).
- **To succeed we need to work together.**

## Mobilisation of new organisations

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**On Friday 17 January, National Offender Management Service (NOMS) formally notified trusts of the contract termination.**

**New interim account management arrangements will start from 1 April, to allow the account management team to start to work closely with emerging Community Rehabilitation Companies (CRC) and NPS teams right away and prepare for contract mobilisation from 31 May.**

**Current governance arrangements will be wound up on 31 May. We will also ensure that we retain back-up arrangements during this initial start-up period, until we are confident that the new systems are operating effectively.**

**Full commercial contract management will follow at the conclusion of the competition process.**

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## Probation representation

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**The Probation Trust Board will retain ultimate accountability until the end of May.**

**During this period all statutory and non-statutory probation representation will be maintained.**

**The people attending statutory and non-statutory meetings may change over this time in order to prepare for the transition to new organisations.**

**After May the NPS and CRC will both be represented at these meetings.**

# Contracts

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Thirty bidders have passed the first stage of the competition to win the regional rehabilitation contracts. The list includes a diverse mix of private and voluntary sector partnerships.

A further 800 organisations have expressed an interest in playing a role as part of the wider supply chain – with more than 550 voluntary sector organisations among that number.

We are holding events locally, where potential providers have been invited to a session with local strategic partners, to hear about priorities for the area. This is a good opportunity to engage with bidders to ensure they take in to account local issues when formulating their bids.

Existing contracts with Probation Trusts will be novated to either the NPS or CRC.

Where existing contracts are due to be renewed/re-tendered before the Transforming Rehabilitation contracts have been awarded, Trusts are able to enter into short term contacts.

## Next steps

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- **By Autumn 2014 – New PSPS and going concerns taken on.**
- **Final stages of competitions. Contracts signed by Autumn 2014.**
- **From Autumn 2014 – delivery commences.**