

West Midlands Police and Crime Panel

Panel Discussion on the Transforming Rehabilitation Agenda

20th January 2014 2pm, Walsall Council Chamber

A Introduction

- A.1 The aim of the session is to understand the proposed changes to rehabilitation of offenders in the **Offenders Rehabilitation Bill** expected to come into force on 1 April 2014; how local agencies are planning for this; and to determine what the Panel needs to do to support and hold the Police and Crime Commissioner to account in this area in future.

B Attendance

B1 The following people have been invited to contribute to this debate:

- Stephen Gill, Head of Business Transformation, Staffordshire and West Midlands Probation Trust;
- Caroline Morrison, Competition Team Leader (Midlands) and Sandra Sutton, Competition Support Manager, Ministry of Justice;
- Bob Jones, Police and Crime Commissioner; and
- Representatives from local Community Safety Partnership (confirmed attendance to date)
Sue Haywood (Dudley CSP),
Mandie Watson (Coventry Police and Crime Board),
Gillian Grabbe (Safer Solihull CSP).

C Suggested Format

C.1 The following format is suggested for the debate – 1 hour has been allocated:

- a) **Introductions:** Each guest is asked to introduce themselves
- b) **Presentation by the Ministry of Justice** summarising the proposed changes and progress; and the Government's current thinking on the role of PCCs in this and the performance framework.
- c) **Input from Staffordshire and West Midlands Probation Trust** on how changes will affect the Trust.
- d) **Round Table Discussion and Questions:** To follow the Lines of Enquiry in section D, and other key issues Panel Members raise.



- e) **Conclusions and Recommendations:** Panel Chair and Members to sum up and decide if there is further work they wish to do on this topic; or if they wish to make any recommendations to the PCC.

D Suggested Lines of Enquiry

D.1 It is suggested that the debate address the following key areas and other questions from Panel Members:

- a) What are the forthcoming changes affecting rehabilitation and reoffending?
- b) How will the changes affect the Staffordshire and West Midlands Probation Trust?
- c) Where will accountabilities lie?
- d) What is the potential impact of the new contractual arrangements on existing Integrated Offender Management programmes and local partnership working?
- e) What opportunities are envisaged for local influence in managing the performance of providers?
- f) What local improvements do CSPs hope to see from the changes and what concerns do they have?
- g) What is the role of the PCC in this new landscape?
- h) What are the risks and opportunities associated with this for the PCC in meeting i) his statutory duties for co-operative working with criminal justice bodies and enhancing criminal justice; and ii) his Police and Crime Plan commitment to "Reduce reoffending of criminals through partnership working"?
- i) Are there any key messages for the Ministry of Justice relating to accountability, specifications or performance of the new operating model?

E Background

E.1 What Changes are Proposed?

Nationally there are currently 35 Probation Trusts supervising 225,000 offenders.

The Government plans to revolutionise the way offenders are managed in the community and changes set out in the **Offenders Rehabilitation Bill** are expected to come in to force on 1 April 2014.

The attached LGiU Briefing Paper **Transforming Rehabilitation and Reducing Reoffending : Next Steps** (Appendix 1) provides an overview of the plans, in summary these are:

- Extending statutory supervision and community rehabilitation to almost every offender released from custody;

- Opening up delivery of rehabilitation services for medium and low risk offenders to competition and including a Payment by Results element within this;
- 21 Community Rehabilitation Companies (CRC) will each provide services to low and medium risk offenders (70%) in their area. To be owned and run by successful bidders;
- The National Probation Service (NPS) will directly manage high risk offenders (30%) and will have a role at certain stages of the process for all offenders; and
- The National Offender Management Service (NOMS) will manage contracts with CRCs and a Service Level Agreements with the NPS.

Operating alongside probation arrangements are Integrated Offender Management (IOM) programmes that brings local and partner agencies together to ensure that offenders causing harm in their communities are managed in a co-ordinated way. Community Safety Partnerships are responsible for delivering IOM programmes and various models have evolved over the West Midlands reflecting local priorities and challenges.

IOMs are designed to run alongside other multi agency arrangements for offenders such as Multi-Agency Public Protection Arrangements (MAPPA) and other offender management programmes such as Prolific and other Priority Offenders (PPO) processes. IOMs extend these to cover a greater number of offenders involving a whole system approach by better co-ordination with a range of statutory, non-statutory, private sector and volunteer partnerships.

E.2 **The Police and Crime Commissioners Statutory Duties and Police and Crime Plan Commitments:**

Section 10 of the **Police Reform and Social Responsibility Act 2011** sets out the importance of co-operative working between the PCC and local criminal justice bodies, including probation, requiring them to make arrangements to provide an efficient and effective criminal justice system for the police area.

The Policing Protocol 2011 sets out the PCC's responsibilities for delivering community safety and crime reduction, bringing community safety partnerships together and enhancing the delivery of criminal justice in their area.

Recognising these responsibilities the Police and Crime Commissioner included in his **Police and Crime Plan 2013** a commitment to "Reduce reoffending of criminals through partnership working".

E.3 **Other Relevant Information: What are people saying about the changes?**

Bob Jones PCC has made a number of statements on this issue:

a) Ministry of Justice Consultation on Transforming Rehabilitation – 25 February 2013

Government proposals in the Ministry of Justice consultation "Transforming Rehabilitation" are a cause for considerable concern. They have the potential to seriously undermine successful integrated offender management not just here in the West Midlands but across the country too. The document proposes geographic commissioning areas that don't make any sense. There does not appear to be any logic in the commissioning areas, other than a straight replication of the



work programme areas. It would be much more appropriate if the areas were co-terminous with Police and Crime Commissioner areas or, if necessary, some combination of smaller PCC areas. Shared boundaries make joint working more straightforward.

The consultation's proposals for Payment by Results (PbR) raise issues of principle and detail. The main key role of the probation service is to supervise and refer where there are breaches of conditions. PbR will provide an incentive not to do this. The likelihood is that 'doing the right thing' will cost providers money, creating a perverse incentive. This will also undermine public confidence in services, which is essential to maintain wider public confidence in the criminal justice as a whole.

Similar issues have been raised regarding court reports, where providers could have an incentive to over-provide. The retention of the Probation Trust Services is partly to recognise this issue but adds to the complexity of joint working with trusts, new providers and commissioners rather than the single organisation which already exists. The separate arrangements for serious and lower risk cases also adds risks as responses need to be integrated as lower risk offenders have the potential to become high risk. PbR gives a significant advantage to large multinational organisations with access to finance, and potentially excludes smaller, local providers and the voluntary sector. There is also no logic or advantage in the proposal that existing probation organisations should not be able to bid to provide these services.

As is the case where PbR is introduced, there are dangers of 'cherry picking'. We could see complex and difficult cases being parked or offloaded to smaller or voluntary organisations. We have already seen evidence of this in the current work programme. Finally, the consultation makes much use of the phrase 'co-commissioning'. However, it is unclear from the consultation as to what is meant by 'co-commissioning' and how this will work in practice.

Overall then, these proposals are potentially damaging to integrated offender management and successful partnership working. The official consultation period has closed, but these proposals require further examination and should not proceed in their current form. Anyone with an interest in offender management, rehabilitation, and probation services should take a look at the consultation and let their MP and the Ministry of Justice have their views.

b) Reducing reoffending: Dudley is best in the country – 20 November 2013

Latest government figures on reoffending rates have shown that Dudley local authority area is the best performing in the country. The borough is top of England and Wales in the Ministry of Justice's table, with a reoffending rate that is 25.6% better than the government predicted rate.

Sandwell is third in the government chart, with a reoffending rate 24% better than the government baseline. Coventry is 8th (18.7% better than expected) and Wolverhampton is 9th (18.3% better).

Solihull and Walsall are 13th and 14th, and Birmingham is at 29 on the table, with a reoffending rate 13.9% better than government predictions. For the first time, all seven areas of the West Midlands show a statistically significant reduction in reoffending.

Police and Crime Commissioner Bob Jones said: "A crucial part of our strategy for coping with fewer resources has been investing in strategies to reduce the level of crimes by preventing them from being committed in the first place.

"Offender Management is a key part of this strategy, which aims to drive down re-offending and the number of crimes committed by people after they are released from prison. It was initially introduced as a careful pilot scheme in Wolverhampton and, once its success was made evident, was then rolled out across the West Midlands.

"I would like to congratulate the immensely successful offender management partnership between West Midlands Police and the Probation Service for achieving these outstanding reductions.

"I am concerned that government plans for the reform of the probation service, which would see the private sector more heavily involved, could undermine partnership working and introduce a profit motive into the criminal justice system."

Jeremy Wright MP Minister for Prisons and Rehabilitation in a speech at a Home Office Senior Partners' Briefing Event in June 2013 highlighted that the government's plans were about bringing new ideas and innovation into the rehabilitation. A key challenge was how to pay for the work with offenders with less than 12 month sentences whose reoffending rates were nearly 60%, and the solution lay in competition and Payment by Results to reward those that succeeded in reducing reoffending rates. He stressed changes should not interfere with existing partnership working and that prospective providers were expected to show they are capable of maintaining successful partnership arrangements. It was vital that effective information and data sharing arrangements were in place.

Key points in relation future role for Police and Crime Commissioners at the event were

- PCCs are accountable locally for policing and crime, but had no direct role in the design and letting of the new Transforming Rehabilitation contracts in 21 Contract Package Areas. If the providers failed to deliver on crime, the PCCs would be held to account by the public. This suggested that PCCs should have a role in holding the providers to account for performance in their areas.
- National commissioning of providers would make it difficult to ensure the local communities were heard. Geographically large contract areas risked pushing out locally established providers and jeopardising existing local supply chains - PCCs could have a role in joining this up for the Ministry of Justice.
- The important role that health services would play in the reforms needed to be more clearly articulated.

Probation Chiefs Association and Probation Association gave evidence to the Justice Select Committee on Transforming Rehabilitation in 12 November 2013. They highlighted a number of issues including concerns over the safety and feasibility of the timetable for abolishing probation trusts and establishing CRCs and the NPS by 1 April 2014 as it did not allow sufficient time for proper testing of the new operating model. Concerns were also raised about fragmentation of offender management, risk assessment, service delivery and enforcement functions. Also how probation officer qualifications, skills and career progression would work across these bodies.

A joint report by the Chief Inspectors of Prisons and Probation published in December 2013 highlighted a lack of progress on offender management in England and Wales. It said its findings from 21 prisons cast doubt on the Prison Service's ability to deliver required standards under the government's Transforming Rehabilitation strategy, which includes an extension of "through the gate" help where most offenders should be supported by one service provider as they move from prison to the outside world.



The **LGIU** briefing paper on the topic - Transforming Rehabilitation and Reducing Reoffending : Next Steps – is appended to this report.

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Appendix 1

LGIU Briefing Paper Transforming Rehabilitation and Reducing Reoffending: Next Steps

Transforming Rehabilitation and Reducing Reoffending: next steps

Date 28 October 2013
Author Juliet Morris (LGiU/CSN Associate)

Summary

- This briefing provides an update on Government plans to revolutionise the way in which offenders are managed in the community.
- It summarises the new [Target Operating Model](#) which details the way the new system will work and surveys a [Summary of evidence on reducing reoffending](#).
- A competitive process to identify and secure a wide range of offender management services in each of 21 new rehabilitation areas is now underway.
- Cabinet members and lead officers in housing, adult social care, health, skills and community safety should all be familiar with the proposals and ensure they, and other local services, register any interest in the process by 12 November.

Briefing in full

Transforming Rehabilitation : a Strategy for Reform

The Government is committed to building a *'tough but intelligent Criminal Justice System'* that protects the public, supports victims and punishes and reforms offenders so that they do not commit further crime. Central to the approach is the need to address "unacceptable rates of reoffending" and improve value for money.

Through a series of consultations, the Ministry of Justice (MoJ) has developed plans to 'revolutionise' offender management in the community. The final [Transforming Rehabilitation : a Strategy for Reform](#) was published in May. It establishes a new system that is capable of identifying and tackling offenders' 'chaotic' lives and the myriad issues they face. Its key features:

extending statutory supervision and community rehabilitation to almost every offender released from custody including those sentenced to less than 12 months;

a nationwide 'through the prison gate' resettlement service and fundamental reorganisation of the prison estate so that most offenders can receive continuous support by one provider from custody into the community;

opening up the market to a diversity of rehabilitation providers, securing the best of the public, voluntary and private sectors, at local as well as national level;

contractual payment incentives to encourage providers to “focus relentlessly on reforming offenders”, free from bureaucracy and with optimal flexibility to do what works but only paid in full for real reductions in reoffending;

the creation of a new national public sector probation service, part of the National Offender Management Services (NOMS) to protect the public and build upon the expertise and professionalism which are already in place.

The [Offender Rehabilitation Bill](#), currently before the House of Commons, makes the necessary legislative changes. It extends supervision after release to offenders serving short sentences and provides greater flexibility in the delivery of sentences served in the community.

The new Rehabilitation Programme

The [Target Operating Model](#) describes in detail how the new system will operate and result in a year-on-year reduction in reoffending.

Offender management and service delivery in the community

20 Community Rehabilitation Companies (CRCs) in England and one in Wales will each provide services in its Contract Package Area (CPA) under contract to the NOMS, on behalf of the Secretary of State.

CRCs will be owned and run by successful bidders in the competition now underway (below). They will manage and deliver rehabilitative support to 225,000 low and medium risk offenders sentenced to Community Orders, Suspended Sentence Orders and those subject to licence conditions or supervision requirements.

The National Probation Service (NPS), a NOMS delivery arm, will directly manage offenders who pose a high risk of serious harm to the public or those released from custody who have committed the most serious offences. It will also have a key role at certain stages of the process for all offenders and work closely with CRCs.

Through the gate service design and prison realignment

CRCs will deliver the court’s sentence for each offender allocated to them and, in so doing, seek to rehabilitate the offender and reduce reoffending. The prison estate will be reorganised to designate ‘resettlement prisons’ so that, wherever possible, offenders will be close to the CPA into which they will be released.

CRCs will be responsible for:

determining and providing each offender’s package of rehabilitative support, with maximum flexibility and the ability to compel offenders to undertake any activity that falls within the terms of their sentences;

ensuring all sentence requirements or licence conditions/supervision requirements on the offenders they manage are delivered and complied with, taking appropriate action in relation to any breaches by offenders;

managing the risk of serious harm posed to the public by each offender, identifying and referring to the NPS any potential escalations to high risk (any cases in which risk of serious harm has escalated to high will become the responsibility of the NPS, although CRCs may continue to deliver some services);

working in the CPA's designated resettlement prison to deliver a resettlement service for every offender before release (including those to be managed by the NPS after release) and "through the gate" rehabilitation support.

CRCs must be innovative in the design and delivery of rehabilitation services. The financial value of their contract will be based on a weighted annual volume of offender starts, with a proportion of the payment dependent on their performance in reducing reoffending. There may be penalties linked to time and quality.

The new National Probation Service

The NPS will advise courts on sentencing, conduct risk assessments and determine the allocation of cases. It will manage offenders who pose a high risk of serious harm or have committed the most serious offences, delivering specialised interventions but in general purchasing interventions from CRCs. It will respond to potential escalations in risk, including taking enforcement action, on referral from the CRCs.

The new structure is designed to align with existing local delivery and partnership structures, including local delivery units based on local authority boundaries and arranged within police/Police and Crime Commissioner (PCC) boundaries.

Integration and partnership working

The system should be integrated and holistic in approach. The NPS and CRCs will need to work effectively with each other and with other partners, including those delivering Integrated Offender Management schemes, to achieve success in reducing reoffending.

CRCs and the NPS will be required by NOMS to engage in partnerships with a basis in statute, for example child and adult safeguarding arrangements and Community Safety Partnerships. They will also be expected to agree local engagement protocols with relevant non-statutory partnerships. Other Government departments and PCCs will be able to commission CRCs to deliver additional services.

The priorities of the Youth Justice Board (YJB) and local Youth Offending Teams (YOT) will be taken into account to inform commissioning decisions at CPA level. Probation Officers will be seconded from the NPS to YOTs and senior managers in the NPS will contribute to YOT Management Boards

System governance and management

The NOMS will account manage contracts with CRCs and a service level agreement with the NPS. Management information and data requirements, essential to the effective working of the new arrangements, will be included in these.

The new system aims to ensure the maintenance of professional standards with probation professionals working in both the NPS and CRCs, opportunities for placements and interchange between them and requirements on both to have suitably qualified and competent staff. It will be regulated through a combination of independent inspection, audit and NOMS account management of CRCs and NPS.

The financial details are being finalised by the MoJ following responses to its discussion paper on an indicative [Straw Man payment mechanism](#).

A summary of evidence on reducing reoffending

Published alongside the operational detail, [Transforming Rehabilitation : a summary of evidence on reducing reoffending](#) offers policy makers, providers and practitioners an overview of the key evidence relating to reducing reoffending and an insight into the range of evidence available and the range of organisations involved.

It aims to support innovation rather than providing a definitive or prescriptive list of activities and interventions. It cautions against the use of evidence as a simple menu and against equating the lack/weakness of evidence with weakness of approach. Interventions should be based on sound theoretical rational that draws on, but is not limited by, the extensive insight and learning now available.

Reoffending and desistance

The report reminds readers that, within 12 months of being released from custody, more than half (58 percent) of prisoners released from under 12 months' custody will have reoffended, and over a third (35 percent) of those released after 12 months or more in custody.

A range of individual and social factors are associated with the risk of reoffending. These include substance misuse problems, pro-criminal attitudes, difficult family backgrounds (including childhood abuse or time in care), unemployment, financial problems, homelessness and mental health problems. Many of these 'criminogenic needs' are interlinked and may be further linked to specific criminal activity.

There is an equally strong evidence base in relation to factors associated with desistance i.e. the process of giving up crime. They may be connected to external, social aspects of a person's life (such as the supportiveness of those around them) or to internal/psychological factors (such as their beliefs or what they want from life), or a combination of both. They include: getting older and maturing, family and relationships, sobriety, employment, hope, motivation and a sense of self-worth.

Information on offenders shows them to be a highly 'heterogenous' group. The wide range of characteristics and criminogenic needs must be borne in mind when considering best approaches to working with offenders and to reducing reoffending.

Working effectively with offenders

The report surveys the evidence on what works in supporting rehabilitation. It identifies some outstanding features with a positive impact on reoffending:

skilled, trained practitioners and a good relationship with the offender;

well-sequenced, holistic approaches based on an accurate assessment of the individual's needs and appropriately tailored responses;

joined-up, integrated delivery of services and interventions – joint local working and a case management approach being especially important to addressing complex needs of individual offenders;

interventions with the greatest impact on reoffending are those in which quality assurance is taken seriously and programmes are implemented as designed - including adherence to specific treatment models, manualised treatment protocols, structured sessions and well trained and supervised staff.

Evidence on reducing reoffending

The report summarises the evidence on the effectiveness, in terms of reducing reoffending, of specific approaches and interventions. Despite variations in extent and quality, the evidence combines to support a broad understanding of how and why particular interventions do or do not work, and of how and why interventions may be more or less effective in different delivery contexts or with different offenders.

Consideration is given to the impact on reoffending of: drug and alcohol misuse; accommodation needs; employment needs; and mental health problems. In relation to each, the report introduces the range of interventions in use and those on which there is good, promising or mixed evidence of reducing reoffending.

It goes on to explore the different types of intervention used to support rehabilitation and the evidence on their impact on reoffending. These are usually 'structured' methods, capable of delivery in prison or the community and based on cognitive behavioural principles and social learning theory. Often, they focus on skills (such as emotional management and problem solving) or supporting personal development.

offending behaviour programmes – there is good evidence as to the positive impact on reoffending of cognitive skills programmes and anger management/programmes for violent offenders, and mixed/promising evidence on offending behaviour programmes for sexual and domestic violence offenders;

developing and enhancing family relationships - there is good evidence that such interventions reduce reoffending amongst young people, and promising evidence that approaches which focus on family/intimate relationships may contribute to reducing reoffending among adults;

restorative justice – the evidence on this process, whereby various parties involved in a specific offence collectively resolve how to deal with its aftermath, is so far only mixed/promising with studies suggesting its careful targeted use;

mentoring – the impact of pairing offenders with a role model to help them improve their lives and reduce reoffending has not been robustly evaluated although the studies available suggest mixed/promising results, particularly for offenders whose mentoring begins in prison and lasts beyond release.

Annexes A to D provide further information on factors linked to reoffending, sources of data, prevalence of factors commonly associated with reoffending, standards of evidence and the key partners/commissioners of services. Annex E presents the interim findings from payment by results pilots at Peterborough and Doncaster.

The report sits alongside the pilot [Justice Data Lab](#) which aims to support the voluntary, community and social enterprise sector in particular to understand their specific impact on reducing reoffending, and create a culture of best practice.

Competition

The [competitive process](#) for identifying the 21 CRC providers and awarding contracts for supervising and rehabilitating low and medium risk offenders in the community is now underway. Contracts will be awarded and mobilised by 2015.

Public service mutuals, as well as voluntary and private sector organisations are also encouraged to play a role in the plans and link up with other organisations to form part of a CRC bid, or as a potential CRC sub-contractor.

Two registration processes are in place, depending on the roles sought in the supply chain:

Tier I potential providers will contract directly with the MoJ and must register for the Authorities e-Sourcing Portal and complete Pre-Qualification Questionnaire documentation by 12 noon on Thursday, 14 November 2013. An Invitation to Negotiate stage will follow.

Tier II and Tier III potential providers will sub-contract for services (Tier II) or apply for grant funding arrangements (Tier III) from Tier I (CRC) providers. A registration process for these potential suppliers is designed to enable visibility to Tier I providers of the range and diversity of potential Tier II and Tier III partners.

Modelled data, specific to each of the 21 new CPS, shows the number of offenders in each area and the 1-year re-offending rates so that providers can understand the approximate size, composition and re-offending rates of offenders in each CPA.

Related briefings:

[Punishment and reform : MoJ consultations](#)

[Transforming rehabilitation - offender services in the community](#)

Comment

After considerable time in development, the detail of the new £450 million probation arrangements is now clearer and the contractual process underway. The Technical Operating Manual and the evidence summary make essential (not overly onerous) reading for those affected and those intending to play a part. Any outstanding omissions or questions should be construed as deliberate, in furtherance of the MoJ's 'minimal central control/optimal innovation' approach.

Few will condemn a system that seeks to provide individually tailored, flexible rehabilitative responses to offenders and the myriad 'whole life management' issues which enmesh their situation, or the extension of provision to those released after short sentences. Many will remain doubtful - not least Probation Officers who have [voted to take strike action](#) - as to whether the myriad array of contractors and services, operating within a financial culture of 'payment and penalty by results' has the necessary robustness to deliver.

Innovation and diversity are to be hallmarks of the new system. They will transform probation services and impact across local and national social welfare provision – including local councils, as providers and commissioners of so many of the services relied upon by probationers. They have the potential to introduce major private sector players, the likes of Capita and Serco, into community services territory.

Local authorities will want to ensure they engage directly and proactively in the process in order to ensure and safeguard their role and contribution place in the new system. The question is at what level? They have until 12 November to decide on any formal involvement in potential CRC partnerships, or to register interest in sub-contractual involvement. They need also to ensure that other local providers are equally aware of the process and the possibilities.

For more information about this, or any other LGiU member briefing, please contact Janet Sillett, Briefings Manager, on janet.sillett@lgiu.org.uk

Transforming Rehabilitation

Midlands Competition Team

Stakeholder Engagement

Contract Package Areas

Midlands Team:

- Team Leader – Caroline Morrison

Responsible for 3 CPA area across the Midlands

- CPA 9 – Staffordshire and West Midlands – Derek Quinn and Sandra Sutton
- CPA10 – Derbyshire, Nottinghamshire, Leicestershire & Rutland – Wendy Aubrey
- CPA 12 – Warwickshire and West Mercia – Balvinder Naga

Purpose of Team:

- Meet with key local stakeholders
- Provide Information on the TR Programme
- Understand local priorities and partnerships
- To ensure bidders understand localism
- To ensure bids are bespoke and not generic

What is Transforming Rehabilitation?

In "*Transforming Rehabilitation: A Strategy for Reform*", the Secretary of State for Justice set out plans to introduce a new system for the management and rehabilitation of offenders in the community across England and Wales.

Key reforms include:

- Opening up the market
- Creating a new National Probation Service (NPS)
- Extending supervision for the under 12 months on release
- A Through the Gate Resettlement Service

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National Probation Service

NPS will focus on

- Public interest decisions and public protection
- Advice to Courts
- Risk Assessment
- Case Allocation
- Manage high risk/risk of serious harm offenders
- Respond to escalation in risk
- Managed by a Service Level Agreements with NOMS
- Led by a National Director and a Divisional Director for Midlands

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Community Rehabilitation Companies (CRC's)

- Creation of 21 Community Rehabilitation Companies
- Each CRC will provide services in it's Contract Package Area
- Formed by MOJ as companies limited by shares and owned by MOJ from April 2014 until contract award
- Owned and run by successful bidders
- Deliver services under contract to NOMS

They will

- Deliver the sentence of the court
- Seek to rehabilitate offenders and reduce re-offending
- Engage with offenders before their release
- Be responsible for managing and supervising offenders allocated to them throughout their licence/supervision period
- Resettlement Prisons for CPA are:-
- East Midlands – Leicester, Nottingham, Sudbury, Ranby, Foston Hall
- Staffordshire & West Midlands – Birmingham, Dovegate, Hewell, Oakwood, Drake Hall
- West Mercia & Warwickshire – Featherstone, Hewell

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CRC's Cont

CRC's will:

- Have freedom to design services in the way they see as the most effective way to reduce re-offending
- Be incentivised by a Payment by Results mechanism
- New Rehabilitation Activity Requirement to deliver services

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How will they be held to account?

- Performance framework being developed
- Account management by NOMS
- Payment for achieving demonstrable results
- Claw back for failure to deliver reduction in re-offending

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Co-commissioning

It is estimated that half the services that are key to rehabilitation including

- Accommodation
- Health
- Drugs and alcohol
- Employment and Training

Are commissioned and funded from outside the CJS. The Transforming Rehabilitation Programme **will not take over** commissioning and funding of projects or programmes that are currently funded by non-MOJ organisations

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Stakeholder Engagement/Partnership Working

- The local Commissioning Team will be leading the process of competing offender management and rehabilitation provision locally. Overall role is to enable bidders to provide bespoke rather than generic bids
- We are committed to ensuring that new providers understand existing structures, networks and partnerships, we will meet with key local strategic partners to discuss the competition process, understand local priorities and provide information
- We also need to preserve and build on the good work already done by agencies who work together to manage offenders in the most effective way, for example under Integrated Offender Management (IOM) arrangements.

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Stakeholder Engagement/Partnership Working Cont

- Local events being organised where potential Tier 1 providers will be invited to a session with strategic partners providing them with the opportunity to understand local priorities
- Local Advisory Panels to be created. Members of the group are expected to assist MoJ in understanding relevant local issues and arrangements operating in the CPA, so that these can be taken into account during the competition.

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Progress to date

- Competition Launched – September 2013
- PQQ closed – 14th November 2013
- PQQ announced December 2013 – 30 organisations in the competition
- Invitation to Negotiate – January 2014
- Negotiation/Evaluation – Spring/Summer 2014
- Award and mobilisation – 2015

Data Room

- Open on 18th December
- Contain local data including IOM Partnerships – additional briefing papers can be loaded at the next two uplifts in February and March

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