



Ministry
of Justice

Probation Programme Plans for the future model

May 2019

Protecting and advancing the principles of justice

Three strategic priorities for probation



1. Getting the change right – so that we place probation on a sustainable footing after the end of the Community Rehabilitation Companies' current contracts by delivering a new model while effectively managing risk.



2. Professional recognition – recognising the skills and professionalism of the probation workforce through registration, training and a performance framework. This includes the provision of a modern working environment and supports professional delivery as well as tools that facilitate better decisions and greater productivity.



3. Maximising influence – working with the justice system and others so that probation can deliver effective end-to-end offender management and rehabilitation as well as ministers' priority of sentencing reform.

A quick re-cap: current probation services

- Probation services work with offenders given community sentences and suspended sentences and prisoners in custody or being supervised after release. There are over 250,000 people under the supervision of probation services at any one time.
- Probation provides advice to courts so that sentences can better reflect the often-complex factors at play in an offender's circumstances.
- Probation professionals manage the ever-changing needs and risks profile of offenders in their care; ensuring that those they supervise fulfil the conditions of their sentence.

Probation services are currently delivered by a combination of the **National Probation Service (NPS)** and privately owned **Community Rehabilitation Companies (CRCs)**:

NPS

Responsible for managing **high-risk offenders**, advising courts, allocating cases to CRCs, supporting victims and managing approved premises. The NPS delivers some Accredited Programmes, including those which address sexual offending.

CRCs

Responsible for supervising **low** and **medium-risk** offenders, providing through-the-gate resettlement services to released prisoners. CRCs deliver Unpaid Work requirements and mandated offending related Accredited Programmes.

Strengthening probation, improving confidence

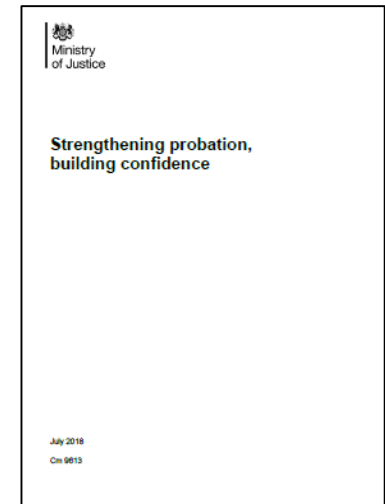
The Ministry of Justice has announced plans for the future of probation – this follows careful consideration of the results of the consultation ‘Strengthening Probation, Building Confidence’ held in summer 2018.

Key findings included:

- ✓ A strong preference to **reintegrate offender management** functions
- ✓ The benefits on maintaining a **single offender manager** where possible
- ✓ Broad support for a **professional register** of probation officers
- ✓ The importance of measuring **progress towards desistance**
- ✓ The positive impact of a **diverse range of voluntary and private providers**.

Other evidence included:

- The findings from HM Inspectorate of Probation, the National Audit Office, Justice Select Committee and the Public Accounts Committee.
- We developed and extensively tested a range of options with diverse stakeholders across England and Wales.



Our plans for the future



Responsibility for **offender management** and **court advice**— across low, medium and high-risk offenders will be held by the **National Probation Service** in England and Wales;

There will be a continued role for the **voluntary** and **private sector** in the delivery of **unpaid work, accredited programmes**; and **resettlement** and **rehabilitative interventions**;

There will be 11 probation areas across **England and Wales**. This will include the introduction of 10 new probation areas in **England** with existing arrangements remaining unchanged in **Wales**.



In **England**, each of the areas will be overseen by **new dedicated regional probation director who will** provide leadership, be responsible for delivery and commissioning of services. They, along with the NPS Director in **Wales**, will ensure effective delivery from pre-sentence stage in court, on release from prison, and in the community.



The Ministry of Justice will seek to implement an independent **statutory register** for **probation professionals** alongside changes to support continuous professional development.



We have put in place arrangements to allow us to **extend CRC contracts** to ensure we have the necessary time to get the transition to the new system right. **We intend to use these arrangements to end contracts in Spring 2021**. We intend to **integrate offender management in Wales on a quicker timescale**, by the end of 2019.

Why are these changes being made?



Our aim is to build a probation system that **delivers stable and quality services** that will reduce reoffending, support victims of crime and keep the public safe.



We have already announced **improvements to the regularity of face-to-face supervision and through-the-gate support.**



Transforming Rehabilitation reforms in 2014 introduced a **mixed market of the public, private and voluntary sector** in probation delivery. We will build on these reforms to increase innovation from a diverse market.



The reforms led to **40,000 extra offenders** a year receiving **support and supervision on release** from custodial sentences.



CRC probation providers have faced significant challenges. Unforeseen changes in the types of offenders coming to the courts and the sentences they receive substantially reduced CRC **income** and affected the **quality** of frontline services.



We must increase the **confidence of sentencers** in effective community punishment and rehabilitation, making sure that prison is only used when absolutely necessary.



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More details on the future probation service

Protecting and advancing the principles of justice

Supervising offenders and delivering the sentence of the court

Offender Management

Offender Management is the management of offenders on a community sentence or prior to, during or after release from prison.

Who does what now?

Currently, responsibility for this delivery is split between the NPS and CRCs:



CRCs currently manage **low to medium risk** offenders



The NPS currently manage **high risk offenders**, and also deliver advice to court for all offenders.

What will happen in the future?

- The **NPS will continue to deliver advice to court** for all offenders and will continue to deliver some Accredited Programmes, including those which address sexual offending.
- In 2021 the **NPS will become responsible for all offender management services – for low, medium and high risk offenders.**
- We integrated offender management **sooner in Wales**, with all offender management transferring to the NPS by the end of 2019.

Developing an innovative mixed market

Unpaid Work and Accredited Programmes

We intend to run a competitive process to contract suppliers to deliver these services in England and in Wales.



Unpaid Work requirements require offenders to make direct reparation to the community for their crime by undertaking work which provides benefits to local residents



Accredited Programmes are structured programmes which address key behaviours that are associated with offending.

Resettlement and Rehabilitative Interventions

We intend to create and utilise a dynamic framework which will allow us to buy services in a way that is responsive to the needs of local areas and local service users in England and in Wales.



Resettlement services are delivered to offenders while in custody to help them prepare for release and resettle post-release



Rehabilitative interventions are intended to support offenders to re-integrate in the community and reduce re-offending by addressing a range of needs such as education, self-reliance, and accommodation.

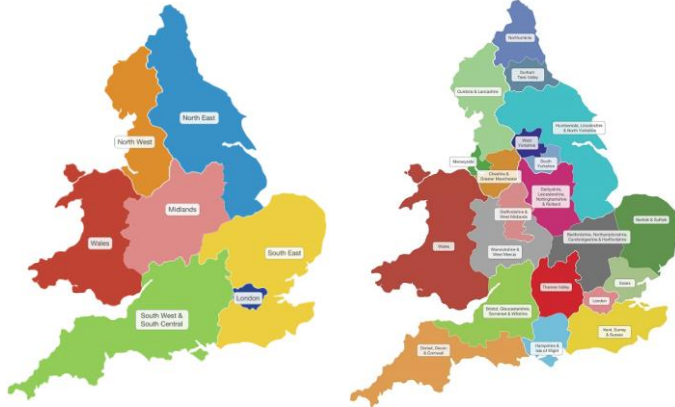
Improved strategic delivery and local partnership working

7 NPS Divisions

21 CRCs

Current structure

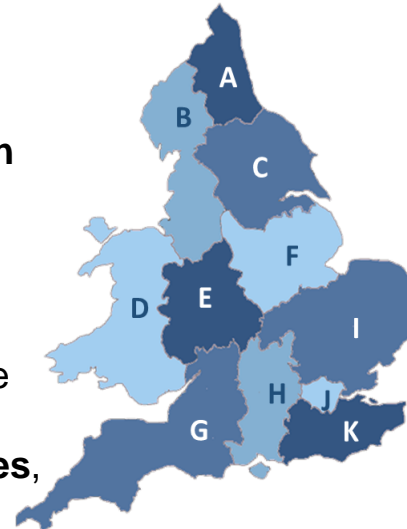
In the current system, the probation system is divided into seven National Probation Service divisions and 21 Community Rehabilitation Companies



Proposed future structure

There will be **11 probation areas across England and Wales**. This will include the introduction of **10 new probation areas in England** with existing arrangements remaining **unchanged in Wales**.

In **England**, these areas will be overseen by new dedicated regional directors who will provide strategic leadership and be responsible for the overall delivery and commissioning of probation services. They, along with the NPS Director in **Wales**, will work closely to ensure an effective probation service.



Code	Area
A	North East
B	North West
C	Yorkshire and Humberside
D	Wales
E	West Midlands
F	East Midlands
G	South West
H	South Central
I	Eastern England
J	London
K	Kent, Surrey and Sussex

Timeline and next steps



We will start stakeholder and market engagement to finalise our proposals, including on how services are designed and commissioned. We will engage closely with probation professionals to ensure that their feedback is reflected.



We will establish forums with a wide range of critical partners, such as Police and Crime Commissioners and other experts to inform the final direction and design of our probation reforms.



As the change starts to happen we will work closely probation staff, relevant unions and other key stakeholders to ensure that the transition to new arrangements is managed well. In Wales this transition is expected to be completed by the end of 2019.



Once we have completed our market and stakeholder engagement we will progress with the commissioning of new probation services.



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