



Ministry of  
**JUSTICE**

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

## **Partnership Briefing**

creating a safe, just and democratic society

# Implementation - What

 18mths

**35 Probation  
Trusts**



18,000 staff

250,000 cases

550 buildings

500+ contracts

1,000+ partnerships

2,500+ local Apps



**1 National  
Probation  
Service**

**21  
'Community  
Rehabilitation  
Companies'**

Ministry of  
**JUSTICE**

# National Probation Service – design principles

## **1 Structured to allow for best alignment with existing local delivery and partnership structures**

- The basic building block of the public sector structure will be the Local Delivery Unit, based on Local Authority boundaries.
- The structure will align LDUs within Police force and PCC boundaries.

## **2 Structured in a way that allows for best alignment with contracted provider delivery arrangements**

- The structure will need to flex to provide direct operational linkage with de facto provider boundaries.

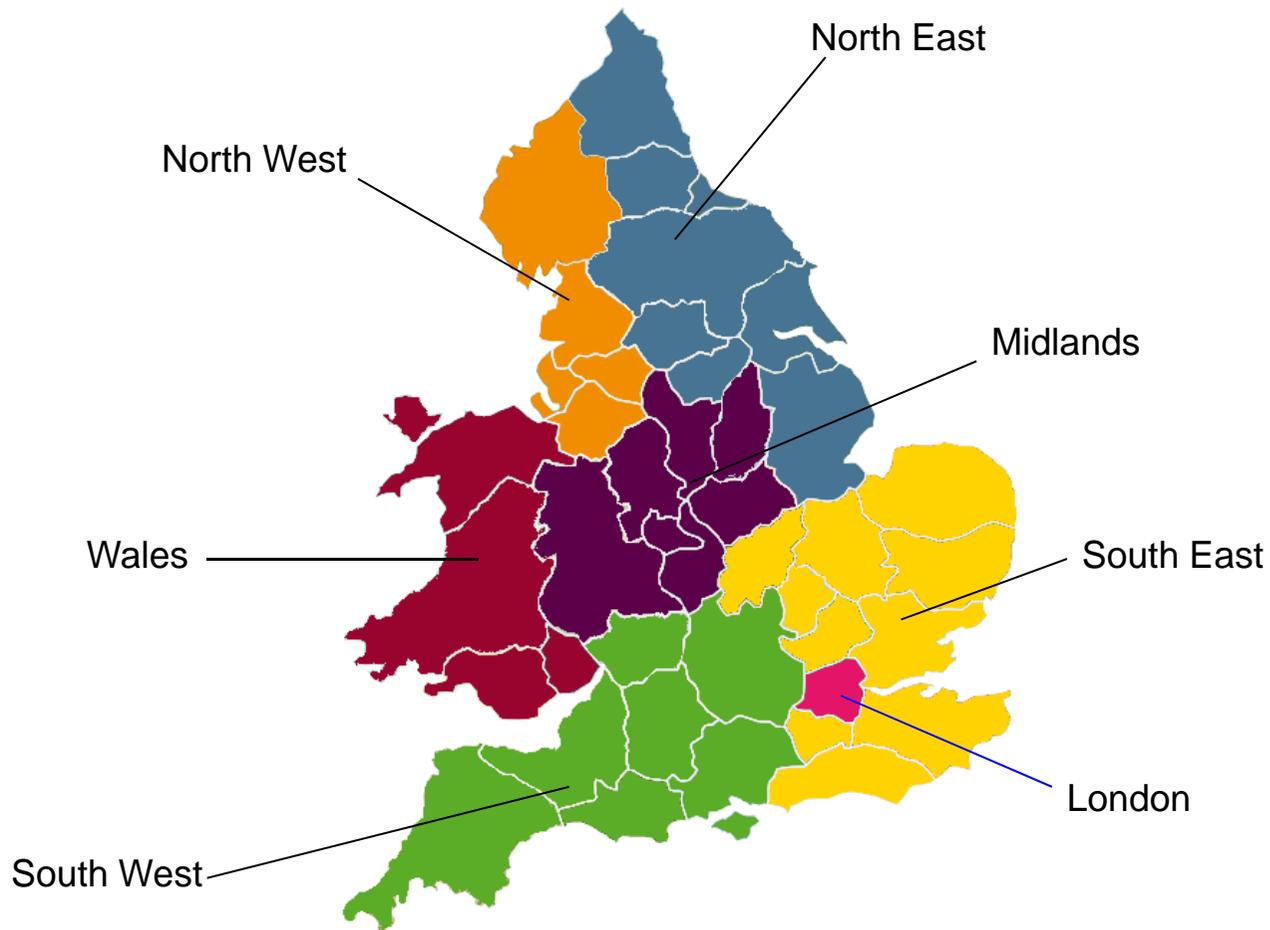
## **3 Structured in a way that enables the efficient delivery of services based on a zero base budget:**

- Rehabilitative interventions to high risk of harm offenders will be commissioned through the public sector at no more than the market rate.
- Spans of control will be reviewed and reconfigured to provide the best fit between operational effectiveness and efficiency.
- Corporate management functions will be integrated within the structure with 'back office' functions delivered through existing shared services.

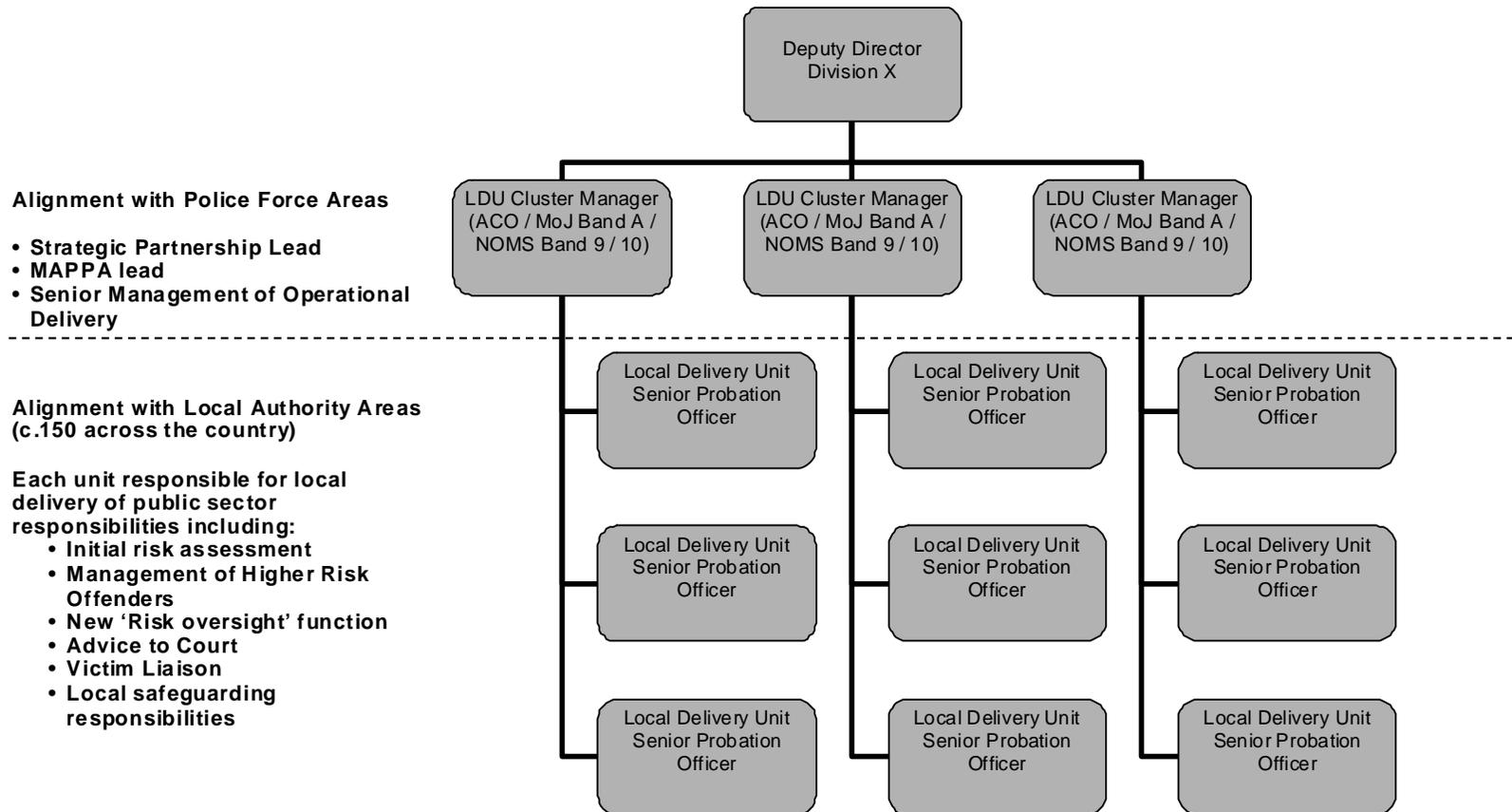
## **4: Clear levels of accountability and responsibility throughout the organisation, with appropriate management resource focused at each level.**

- There will be four delivery levels: front line operations, LDU cluster management, the Division, and a national Directorate.
- Spans of control at each of these levels will be designed to provide the best fit between effectiveness and efficiency.

# National Probation Service – indicative regional structure



# National Probation Service – indicative LDU structure

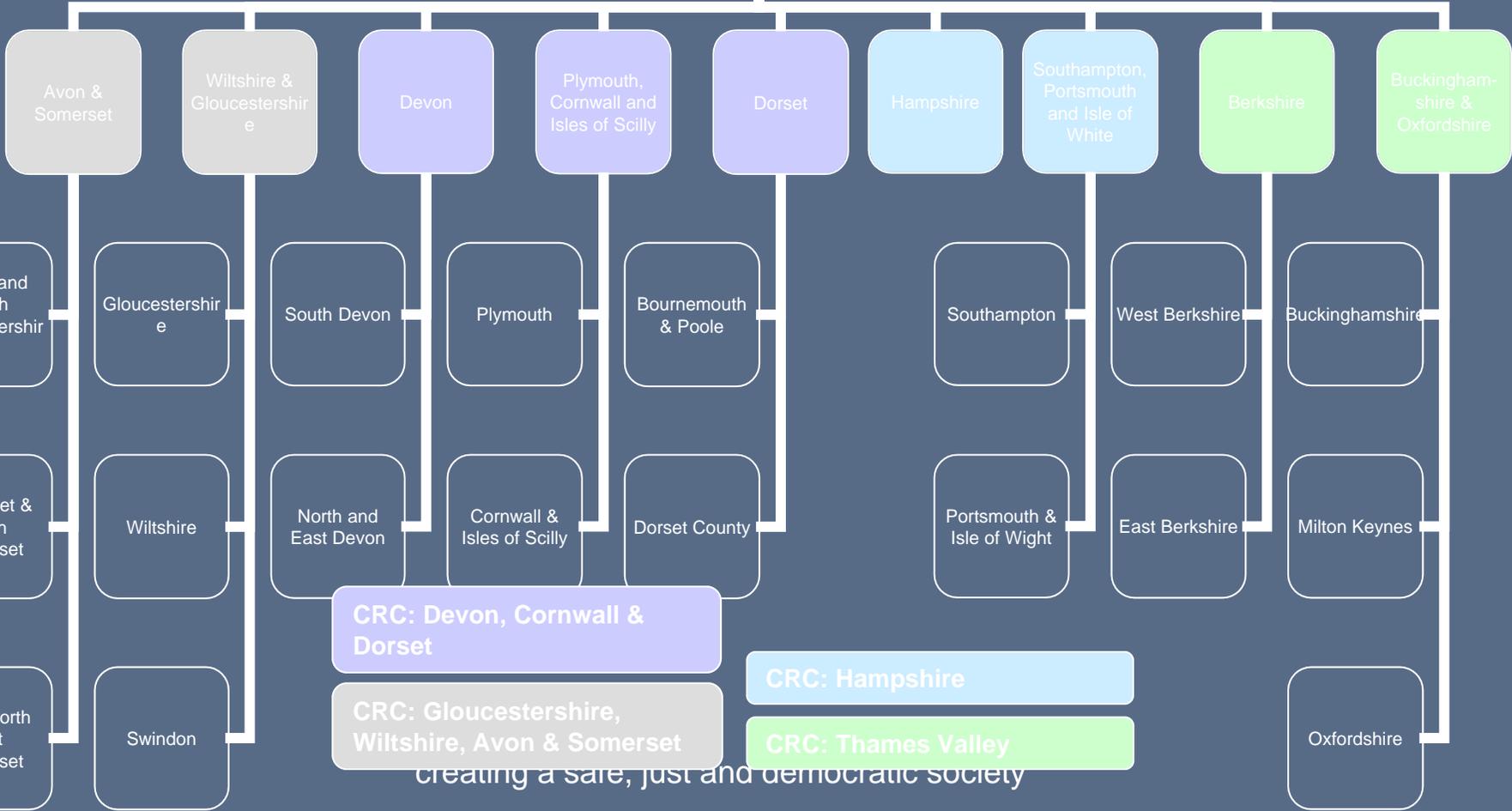




Ministry of JUSTICE

Deputy Director of Probation:  
South West

Head of Approved Premises and Public Protection



creating a safe, just and democratic society

## “CRC” – what is it?

- The CRCs will initially be government owned companies to deliver the services currently delivered by Probation Trusts which will be transferred to the private sector through the competition process

Key Elements of the CRC design are:-

- They will be off the shelf limited liability companies all with the same set of articles of association.
- Initially they will have the same company director
- The transfer of the company to the private sector will be arranged under a Sale and Purchasing Agreement
- There will be a number of different types of shares in the CRC denoting differing types of ownership in order to provide protection to the SoS and the new owner.

**They are not the same as mutuals**

## Why 'CRC'?

- **Shape their identity and ways of working.** Managers and staff transferred into CRC's will set their business plan and start the process of innovating and improving service delivery prior to award.
- **De-risks competition.** By prefiguring the transfer of staff and assets it provides bidders with total clarity on the assets and liabilities they are inheriting. This shortens the latter stages of competition, and reduces the risk that residual uncertainty puts bidders off or reduces the risk premium they price in to their bids.
- **Ongoing control.** The Authority would retain a 'golden share' in each CRC such that we could resist any action by the majority owner that was felt to undermine our ability to bring the company back in house and/or sell it on again at contract end.
- **Mainstreaming 'mutuals'.** In establishing each CRC we can hardwire in mechanisms that provide staff with some stake in the financial success of the company.

## Competition Process - Overview

The key elements of the competition process are summarised in the table below

Competition Process	Timing	Summary
Advertisement in OJEU	Sept 2013	Advert placed in OJEU 19 September, 2013
Pre-Qualification Questionnaire (Prime Bidders)	Sept-Oct 2013	PQQ process launched. Potential prime bidders and consortia will be sifted based on experience and financial strength
Expressions of Interest (2 <sup>nd</sup> & 3 <sup>rd</sup> Tier)	Sept- Oct 2013	Potential 2 and 3 tier suppliers complete registration process and a list of providers will be created
Stage 1- Dialogue	Autumn – Winter 2013- Jan 2014	Detailed discussions of the proposed contracts potential prime providers and documentation finalised
Stage 2- Invitation to Tender	Winter 2013- Spring 2014	Primes provide fully detailed and priced bids for CPAs
Evaluation	Spring – early Summer	Qualitative and quantitative evaluation of bids.
Due Diligence and Contract Award	Late Summer- Autumn 2014	Final due diligence undertaken on successful bidders final pricing. Final bidders selection will be made & contracts finalised. Bidders awarded contracts in October 2014

Ministry of  
**JUSTICE**

**JUSTICE**

# 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:

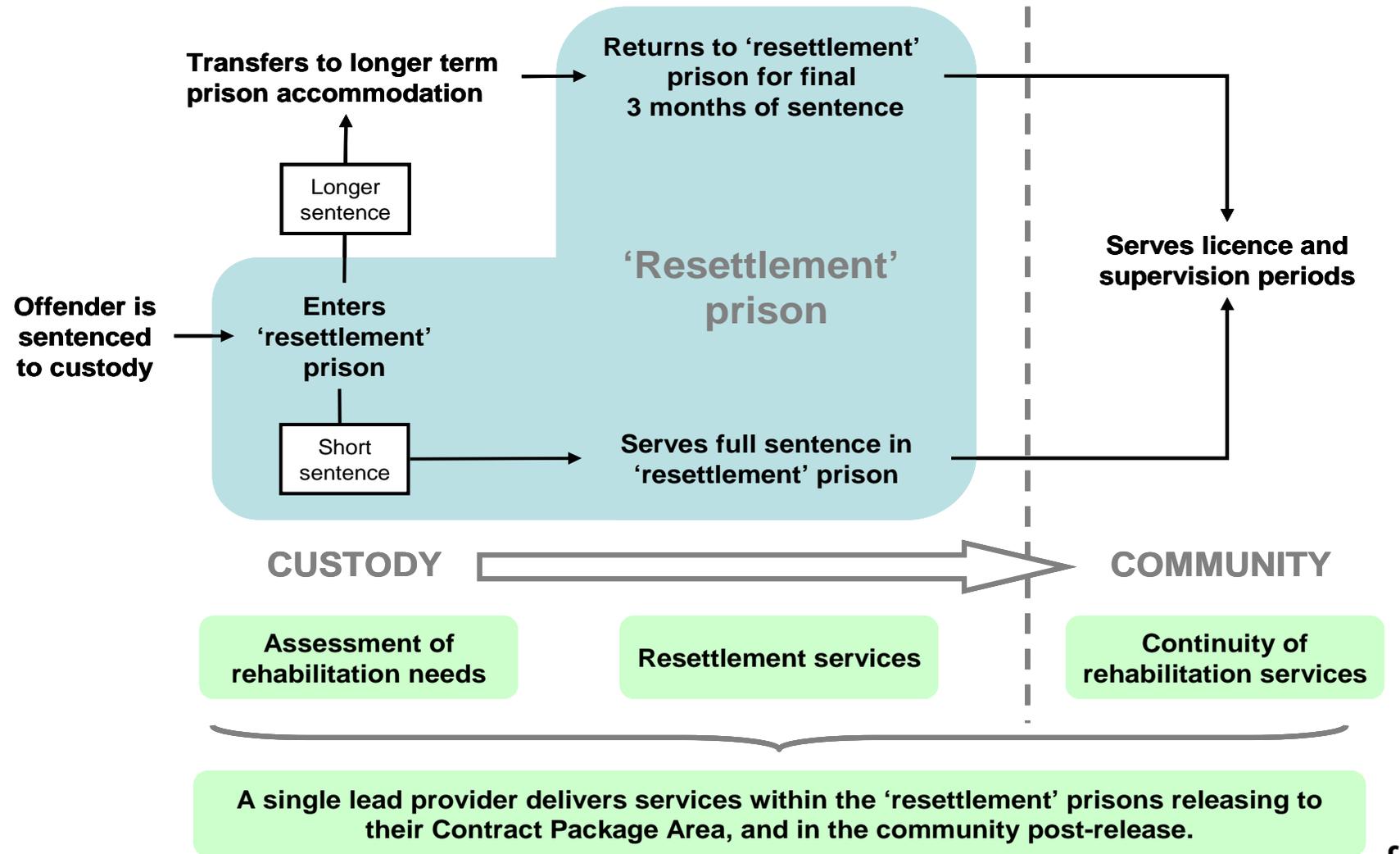
## Including:

- 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 Prisons



# Prison alignment

The realignment of the prison estate is yet to be finalised but it is being informed by the following principles:

- There will be 2 or 3 designated resettlement prisons for each of the 21 areas, but more in larger areas, particularly metropolitan areas.
- Wherever possible, resettlement prisons will be located within the area or nearby in a neighbouring area.
- Every area will be designated a mix of provision so that local prisons can transfer prisoners to other establishments of all categories.

This can be achieved by making the following realignment changes:

**Local prisons** – every local prison will become a resettlement prison, predominantly holding remand and short sentence prisoners.

**Longer term prison accommodation** – every area will be designated sufficient provision for longer term prisoners, with those sentenced to longer periods of custody accommodated in the remaining estate until reaching the final 3 months of their time in prison.

**Open prisons** – every open prison will become a resettlement prison but will require different provision given that many are likely to serve several different areas due to number and geographical spread.

# Offender Rehabilitation Bill - content of the Bill

---

## Extension of licence

- All adult offenders sentenced to more than 1 day will have a 12 month period of rehabilitation in the community after release. This will be made up of licence (to the end of their sentence as is currently the position for longer sentences) and a period of 'top-up' supervision for the purposes of rehabilitation making the entire period of supervision in the community 12 months
- Will also apply to those over 18 at the time of release given a s.91 sentence or DTO

## Breach of supervision

- The public sector probation service will be responsible for prosecuting breaches of 'top-up' supervision period.
- There will be four sanctions available to the courts for breach of 'top-up' supervision: fine, unpaid work, curfew or committal to custody for 14 days.

## Drug testing and Drug appointments

- Expands the categories of drugs that an offender can be tested for whilst on licence from Class A to Class A and Class B drugs.
- Provides a power to impose a licence condition requiring an offender to attend appointments designed to address their dependency on or propensity to misuse a controlled drug.

## Rehabilitation activity requirement

- Replaces the existing supervision and activity requirements available for community orders and suspended sentence orders, and combines them into a single rehabilitation activity requirement that gives providers more flexibility in the delivery of activities and appointments.

# Offender Rehabilitation Bill - timetable

---

The Bill is in its very early stages and during its passage through parliament there will be opportunities for both the Government and the Opposition to table amendments which may mean the final legislation is not as it currently stands.

## Legislation timetable:

- 9 May 2013 - introduction and first reading in House of Lords
- 20 May 2013 - Lords Second Reading
- June 2013 - Lords Committee
- June/July - Lords Report and possibly Third Reading
- October - likely to be Commons First and Second Readings
- November onwards - Commons Committee, Report and Third Reading
- Early May 2014 - end of the Parliamentary session - latest the Bill could get Royal Assent
- Commencement date of the legislation is yet to be decided.

## What are we doing locally to prepare?

- **Development of the mutual** – is progressing in partnership with DCPT and with Cabinet Office Support from Red Quadrant
- **Development of a Joint Venture (JV) or other Special Purpose Vehicle (SPV)** – is proceeding in consultation with DCPT, Shaw Trust, BCHA et al with a view to the JV/SPV being competition ready by August 2013
- **Development of the bid** – is also progressing in partnership with DCPT, Shaw Trust, BCHA et al
- **Staff Engagement** – events taking place across all 3 main centres and further events to be arranged to take place at regular intervals throughout the change process
- **Preparatory work for the separation of Trust between the Public Sector (Reserved Services) and CRC (Contracted Services) by April 2014** – and consistent with national guidance
- **Partnership Engagement** – including events such as today, development of a Partnership Framework for DCPT in parallel with the DPT Partnership Framework

---

**ANY**

**QUESTIONS?**

Ministry of  
**JUSTICE**