



**National Probation Service (NPS) :  
Briefing for NYCC Corporate and Partnership  
Overview and Scrutiny Committee 3 April 2017**

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NPS North East - Head Of Area York & North Yorkshire



## Aim to cover ...

- Refresh on new National Probation Provider Arrangements – NPS & CRC
- NPS Overview & Priorities
- Reoffending Data
- Performance & Quality
- Questions.



# New National Probation Provider Delivery Arrangements

- Govt Transforming Rehabilitation Programme 2014
- 21 Community Rehabilitation Companies (low and medium risk offenders)
- 1 National Probation Service across made up of 7 Divisions across England & Wales (high risk/MAPPA/courts)

# Governance & Structure of NPS:

The National Probation Service (NPS) is currently a directorate of the National Offender Management Service, (NOMS), an Executive Agency of the Ministry of Justice.

From 1<sup>st</sup> April 2017 **Her Majesty's Prison and Probation Service, (HMPPS)** replaces NOMS as the Executive Agency responsible for delivering prison and probation services across England and Wales.

Michael Spurr will be the Chief Executive of HMPPS.



**Michael Spurr Chief Executive  
HMPPS (from 1/4/17)**



**NPS Director – Sonia  
Crozia**



**NPS Deputy Director – North  
East Lynda Marginson**

# NPS: Divisional Map





# Mission, Vision & Values

## What we do:

### Preventing victims by changing lives

The National Probation Service (NPS) is currently a directorate of the National Offender Management Service (NOMS)\*, an Executive Agency of the Ministry of Justice. We are a public sector organisation making decisions and taking action on behalf of the Secretary of State to protect the public, support victims and reduce offending by rehabilitating high risk offenders, enabling them to change their lives. \*(From 1st April Michael Spurr will become the Chief Executive of **Her Majesty's Prison and Probation Service**, which replaces the National Offender Management Service (NOMS) as the Executive Agency responsible for delivering prison and probation services across England and Wales.

## We do this by:

- Assessing risk and advising the courts to enable the effective sentencing and rehabilitation of all offenders.
- Working in partnership with Community Rehabilitation Companies and other services providers; and
- Directly managing those offenders in the community, and before their release from custody, who pose the highest risk of harm and who have committed the most serious crimes.

## What we want to achieve

- We will deliver the best possible service to the public, enforcing the sentence of all court and working together with partners, communities, and with those offenders under our supervision to change their lives through reform, rehabilitation, and reparation to help build safer communities.



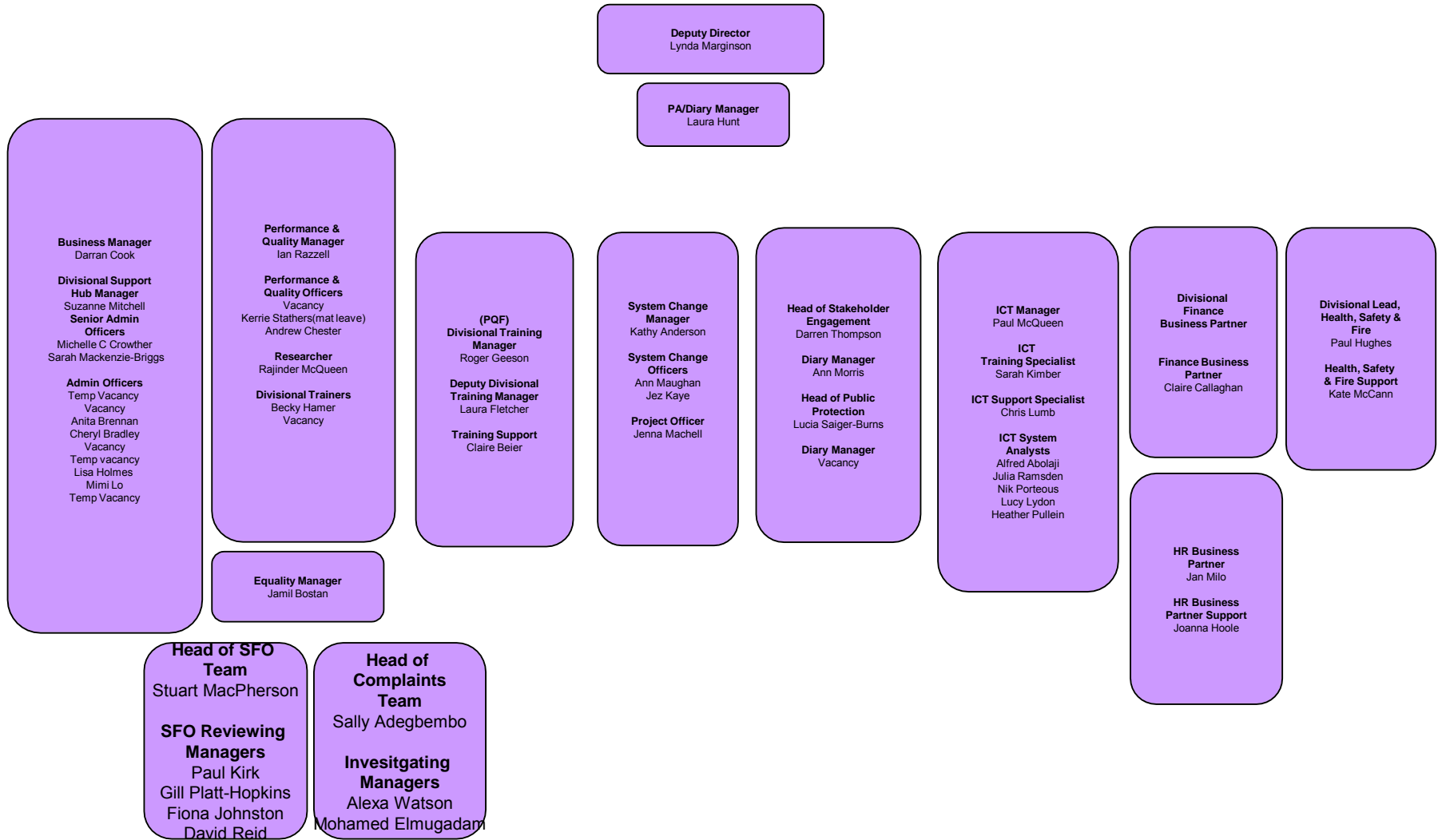
# Our Values

## What's important to the way we work

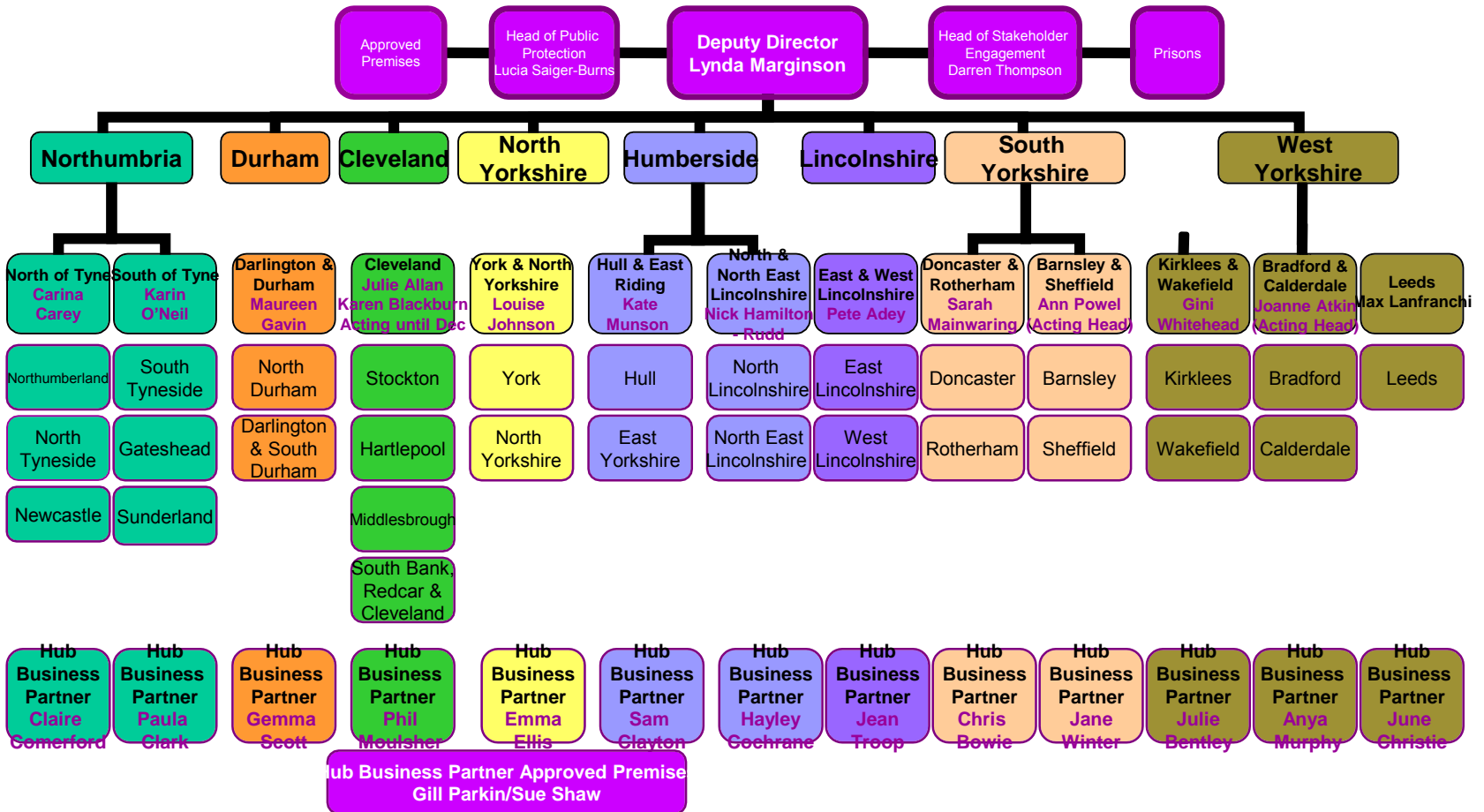
- **We believe in the capacity of people to change** – we know that through excellent professional practice, strong partnership working and by making clear what is expected of offenders, we can help them change their lives
- **We are accountable** – we are proud of our role in protecting the public which is always at the heart of our decisions
- **We are collaborative** – we work with individuals and with national and local services to create a real and sustained difference
- **We are effective** – our work is focused on delivering results, building on our skills and experience, and embracing evidence and innovation to provide a service the public can be confident in
- **We are fair** – we value the diversity of our staff, our communities and individuals, knowing that this strengthens our ability to be responsive and affect real and long-term change in how people live their lives
- **We are professional** – we trust and support our staff to make the best decisions for public safety, investing in their ongoing development, encouraging innovation and always striving for excellence.



# NPS NE Divisional Hub



# NPS NE Organisational Structure



# NPS NE – York & North Yorkshire Area

**Louise Johnson**  
Head of Cluster

**LDU  
York**

York  
Crown Court

York  
YMC

**LDU  
North  
Yorkshire**

Harrogate  
HMC

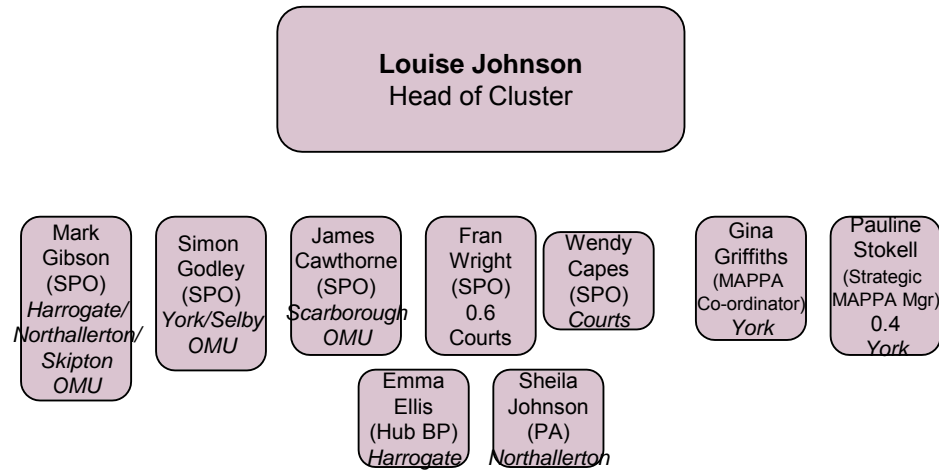
Northallerton  
NMC

Scarborough  
ScMC

Skipton  
SkMC

# NPS NE – York & North Yorkshire

## – Management/team Structures





# National Reoffending Data

- Following national review post TR, proven reoffending data will not be available until October 2017
- Based on one year proven re-offending data for all adult offenders managed by CRC's under PbR and NPS
- A re-offence is defined as 'any offence committed in a one year follow up period, either from release from prison or at the making of a community sentence, plus a further 6 month waiting period to allow the offence to be proven in court and officially recorded (MoJ 2016)



# National Reoffending Data

- MoJ published October 2016 re-offending data 'to date' for the October to December 2015 cohorts. Data based on **interim proven re-offending statistics** until the final results for these cohorts are available. **The data is provided in relation to CRC Contract Package Areas ie Humberside/Lincolnshire/York & North Yorkshire so does not currently provide YNY specific outcomes.**

# HMIP Quality & Impact Inspection (York & North Yorkshire 2016) & Reoffending – some quotes.....

- *'Managers were frustrated, however, by not being able to judge whether probation work was making a difference, since local reoffending data was not yet available to them, albeit the quality of work we saw boded well for successful outcomes. we saw excellent work by the NPS to manage the significant risk of harm to others posed by higher risk offenders.'*
- *'Traditionally, reoffending rates had been higher than the national average in York, while they were lower than average in North Yorkshire. Resources were organised to reflect this. Providing services across such a wide geographical area, while meeting local demand, was challenging. As with the CRC, NPS managers and staff had a detailed understanding of the needs of service users, especially in relation to the impact of offending in small, close-knit communities. They were also aware of the way in which transport availability - or, rather, lack of it - affected access to services. Consequently, NPS staff were as flexible as they could be in working with service users to enable them to comply.'*
- *'Staff had undertaken some excellent work to address offending behaviour, with responsible officers establishing an appropriate balance between managing risk of harm and addressing offence-related needs. Prior to Transforming Rehabilitation, the Probation Trust had developed a range of tailored and individualised services for women. These were intended to prevent women from going to prison and to meet their complex needs. This work had been continued by the NPS. The North East delivery plan showed that delivery of the action plan for women offenders was on target. Staff and managers understood the needs of women and balanced the need to manage violent or harmful behaviours, while meeting women's complex needs.'*
- *'Sixteen NPS cases were assessed; three of these offenders had been convicted, cautioned or received another out of court disposal for an offence committed since the start of the order or licence period. This would suggest that the work of the NPS was having a stabilising effect on offending behaviour, demonstrating that the work undertaken had had an impact.'*



# NPS Performance & Quality

- New National Deputy Director appointed February 2017 to lead on NPS Effective Practice
- NPS NE Divisional Hub Performance Team in place & 10 new Performance & Quality Officer roles recently appointed
- Performance reporting & monitoring at national, divisional, and local level
- National Quality Audits and improvement tools launched 2016 (Court, Parole, and Pre Sentence reports)
- HMIP Inspections (YNY HMIP Quality & Impact Inspection 2016 – see below re overall findings)
- NPS E3 Programme - Delivering Efficiency, Effectiveness, & Excellence in implementing new NPS Operating Model
- National Reoffending data (when available/Oct 2017)
- Women offenders Performance Dashboard (& Youth to Adult Transitions pending)
- Offender, Staff, Victims, Stakeholder feedback
- EFQM European Excellence Model (EFQM) – In December 2016 the NPS was awarded the Committed to Excellence Award which is given to organisations who strive to embed excellence throughout their work. This award recognises all the hard work we have done so far, such as connecting victim liaison units through the Victim Case Management System (VCMS) to reduce duplication between units and save time tracking down information
- NPS Training & Development Plan & Programme for all staff





# NPS Performance & Quality - Measures to Judge Success

23 National Performance Measures in place. These cover:

- Court work & allocation
- Starting the sentence
- Programmes & requirements
- Enforcement & risk escalation
- Completion of sentence
- Stakeholders & Quality (includes victim satisfaction)
- There are 9 additional NPS NE Priority measures which include measures relating to MAPPA as well as the percentage of 'on the day reports.'



# Rehabilitation Pathways

- Focus on public protection and rehabilitative culture
- Oasys – assessing & addressing criminogenic needs (key areas include mental health, alcohol/Substance misuse, accommodation, ETE, Thinking Skills, relationships, Lifestyle, & attitudes)
- Service delivery responsive to individual needs and characteristics to maximise outcomes
- Approach based on Desistance research
- Promoting offender engagement & compliance
- Systems approach – working in partnership



# HMIP Quality & Impact Inspection 2016

- During May and June 2016, YNY NPS and CRC were the subject of an HMI Probation Quality and Impact Inspection. This is a new HMIP programme of adult probation services following the implementation of Transforming Rehabilitation. York and North Yorkshire were the second area in the country to be inspected in that programme.
- The inspection programme looks at the quality of probation work carried out by the Community Rehabilitation Company (CRC) and National Probation Service (NPS) and assesses the effectiveness of work undertaken locally by probation providers with people who have offended, to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. Inspectors found much to be commended in North Yorkshire noting both the local CRC and NPS had gone through significant change as a consequence of Transforming Rehabilitation, and staff had maintained a pragmatic approach to the day-to-day work, focusing on responding to risks of harm posed and supporting individuals to change their lives for the better.

# HMIP Quality & Impact Inspection 2016

## **Dame Glenys Stacy, Chief Inspector of HM Probation noted;**

- *'NPS staff and those from the CRC should be commended for working well together and providing a high quality service over a period of change. We found much to be commended and, indeed, it is a pleasure to present this report.....there was a real sense of innovation evident across both organisations and staff showed persistence and initiative.. working well together in the face of the long standing challenge of delivering services across a large geographical area. Both organisations were ably led by skilled and committed senior managers, who had established a cooperative and enabling culture among their respective workforces'*

The reports highlights strong practice by the NPS in relation to public protection:

*'the NPS was managing risk of harm with vigour...risk of serious harm that individual offenders posed were clearly understood, well managed and underpinned by an organisational priority to protect the public above all other concerns...services to victims were handled with sensitivity and with full regard to the additional complexities of victims and offenders being more visible within smaller close knit communities. ...we saw effective use of MAPPA, with good joint working across partnerships to manage the risk of harm... work to assess and address risk of harm was appropriately targeted and effectively reviewed, leading to adaptations of work, breach and recall when needed. NPS paid appropriate attention to child safeguarding..., breach and enforcement action was taken quickly and effectively. We found common values across the two organisations; the positive and open relationships evident at every level had enabled staff to focus on providing the best service they could for the benefit of offenders. Much of the effort undertaken prior to Transforming Rehabilitation to establish high standards in relation to core probation work, such as offender assessments, and services for women, had been retained. Both organisations took their responsibility to protect the public seriously... we saw excellent work by the NPS to manage the significant risk of harm to others posed by higher risk offenders.... Partnership work was mostly effective. We found common values across the two organisations; the positive and open relationships evident at every level had enabled staff to focus on providing the best service they could for the benefit of offenders. Staff were supported to use their professional judgement and were able to demonstrate to us their ability to manage public protection issues.'*



# HMIP Quality & Impact Inspection 2016

- The HMIP report also identified some areas for further improvement, which included improving the understanding across some partnership agencies of changes wrought via Transforming Rehabilitation and the new probation provider arrangements – some still seeing Probation as one entity.
- The Inspection report made two recommendations relevant to the work of Probation providers and Children's Social Care, firstly to make sure that information is provided as quickly as possible to inform risk assessments at the pre-sentence and post-conviction stage (NPS & CSC specific); and secondly the CRC and NPS to improve communication between responsible officers and CSC social workers to assist with joint work to safeguard children.
- There was an additional recommendation in relation to NPS & CRC work with the Armed Forces to develop information sharing protocols with the armed forces to enhance the assessment and management of the likelihood of reoffending and risk of harm posed by offenders from the military
- NPS is working with CRC and partnership colleagues to take forward the HMIP recommendations and areas for improvement identified from the report, to strengthen and improve our practice, and we continue to strive for excellence in our shared priorities to protect the public, reduce reoffending, support victims, and build safer communities.



**Questions?**