



National Offender Management Service

# Changing Lives Together

Update from the National Offender Management Service

DECEMBER 2013



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# Transforming Rehabilitation enters next phase

The Ministry of Justice's **Transforming Rehabilitation** reforms are now well into the implementation and delivery stages as the transition date of 1 April 2014 approaches. At this point the rehabilitation of offenders across England and Wales will be managed and delivered by 21 regional Community Rehabilitation Companies (CRCs) and the new National Probation Service (NPS).

The competition to select providers to run the 21 new CRCs began on 19 September, with 35 potential "prime providers" submitting a pre-qualification questionnaire (PQQ) demonstrating their commercial viability and operational skills/ approach to run probation services.

The bidders represent more than 50 organisations, and include partnerships between the private and voluntary sectors, small and large businesses and probation mutuals.

The successful organisations will be delivering services across England and Wales to help tackle stubbornly high reoffending rates that see 600,000 crimes committed each year by those who have already broken the law.

The contracts, together worth around £450 million each year, have been split across 20 regions for England and one for Wales with responsibility for supervising and rehabilitating around 225,000 low and medium risk offenders.

If successful, the 35 potential prime providers could begin bidding for the 21 contracts early next year. The list of qualified bidders will be announced in early 2014, with successful bidders in place and delivering services by 2015.

A further 800 organisations have expressed interest in playing a role as part of the wider supply chain.

Among those to register interest across each stage of the competition are hundreds of British organisations, employing many thousands of people. Voluntary sector organisations will play a big role in the plans, with more than 550 having expressed an interest. Many UK-based small and medium enterprises are also ready to help deliver the reforms.

Mutuals formed by probation trust staff – businesses that are run or owned by their employees – also have the opportunity to play an important role in the delivery of new contracts, with eight mutuals from 11 probation trusts potentially bidding for services.

The procurement process operates under strict guidelines; in addition to standard rules and regulations, one of the key controls in place for transforming rehabilitation has been to limit any one company a maximum 25% of contracts or two areas, whichever is greater.

The reforms will introduce supervision for short-sentenced prisoners



## Director appointments

Colin Allars, the current Director of Probation and Contracted Services within NOMS, has been appointed Director for the new National Probation Service in England following previous appointee Mike Maiden's withdrawal due to personal family reasons.

Sarah Payne's appointment as National Offender Management Service Director for Wales is unaffected, and they will work together in leading the new service.



**Colin Allars,**  
NOMS Director of Probation

Sarah will have responsibility for the delivery of not only public sector probation services in Wales, but public sector offender management more widely in Wales and will also have contractual oversight of private sector prison delivery in Wales.

Appointments to the seven Deputy Directors for the National Probation Service and the remaining CRC chief executive positions were announced on 2nd December and are:



**Sarah Payne,**  
Director of NOMS in Wales

### Community Rehabilitation Companies Chief Executives

- Humberside, Lincolnshire and North Yorkshire: **Martin Davies**
- Dorset, Devon and Cornwall: **Rob Menary**
- Bristol, Gloucestershire, Somerset and Wiltshire: **John Wiseman**
- Staffordshire and West Midlands: **Catherine Holland**
- Northumbria: **Nick Hall**
- Essex: **Mary Archer**
- Norfolk and Suffolk: **Martin Graham**
- Merseyside: **Annette Hennessy**
- Thames Valley: **Paul Gillbard**
- Warwickshire and West Mercia: **Liz Stafford**
- London: **Nick Smart**
- Wales: **Liz Rijnenberg**
- Derbyshire, Nottinghamshire, Leicestershire and Rutland: **Jo Mead**

- Kent, Surrey and Sussex: **Sarah Billiald**
- Bedfordshire, Cambridgeshire, Hertfordshire and Northamptonshire: **Tessa Webb**
- Cumbria and Lancashire: **Kevin Robinson**

The recruitment process for Cheshire and Greater Manchester, Hampshire and Isle of Wight, West Yorkshire, Durham Tees Valley and South Yorkshire was ongoing at time of production.

### National Probation Service Deputy Directors

- North West: **Roz Hamilton**
- North East: **Lynda Marginson**
- South East: **Sonia Crozier**
- South West: **Angela Cossins**
- London: **Sara Robinson**
- Midlands: **Sarah Chand**
- Business Development: **Jim Barton**

## Women's Custodial Estate Review

The Ministry of Justice published the [Women's Custodial Estate Review](#) on 25 October, which will see all women's prisons become "resettlement prisons", in line with the [Transforming Rehabilitation](#) reforms.

This will allow prisoners to be held closer to their homes and families and improve their chances of successful reintegration into the community.

The two female open prisons, Askham Grange and East Sutton Park will close, and in their place, each of the remaining sites will be structured to provide enhanced opportunities for women to undertake work and activities outside the prison in the local community.

These changes will take at least a year to implement, during which time the open prisons will continue to operate as normal.

As well as closing places where there is less demand, additional places will be opened in areas of the country where a lack of accommodation currently means that women are transferred away from their homes and families.

Twenty-five new places at HMP Styal in Cheshire will be in a unit outside the boundary of the prison, where women from the North-West who are suitable for open conditions will be able to participate in a community employment regime. This will enable them to find employment and community links in nearby Manchester and Stockport, which will continue on their release. The Justice Secretary has also signalled that offenders from the prison will work with contractors in the development of the unit.

The review makes recommendations to ensure that regimes in the women's estate are designed more

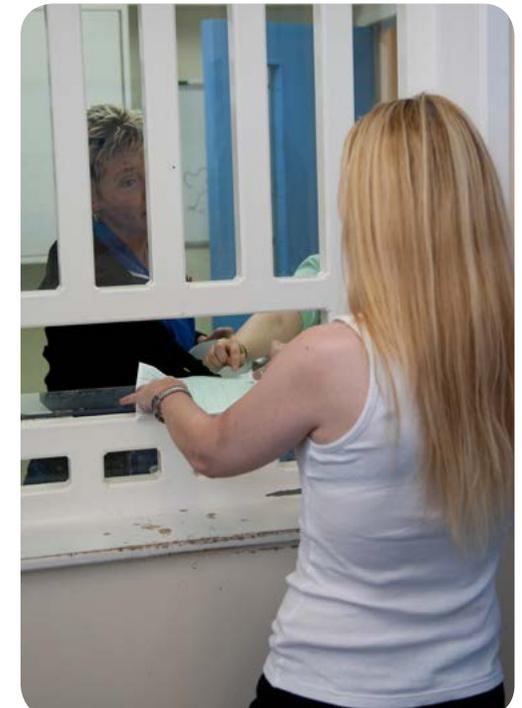
specifically for women. It also makes recommendations for increasing the number of sites where Restricted Status women can be held.

Michael Spurr, NOMS Chief Executive Officer said: "The women's custodial estate review findings enable us to move towards a more balanced estate that meets the specific needs of female offenders.

"It will help to bring about a female estate which is better located and that more closely meets the specific rehabilitation and resettlement needs of women offenders.

"It takes into account the priority for women to maintain contact with their children and families during sentence, and make links with their local communities which continue after they are released.

"This supports the Transforming Rehabilitation reforms, under which



**Women offenders will have more opportunities for work in the community**

all prisoners will receive through the gate help and supervision, to reduce their risk of reoffending and resettle more successfully in their communities."

## Young adults in custody consultation

The Ministry of Justice **launched a consultation** on 7 November into proposals designed to more effectively manage young adult offenders in custody and improve their access to the support and services needed to reduce their reoffending.

The six week consultation process will seek views on proposals which focus on improving the chances that 18-20 year olds will be successfully turned away from crime.

It outlines a range of proposed changes, including a move away from the current system of managing young adults in custody in age-specific institutions with young adults instead held in adult establishments best suited to their resettlement and rehabilitation needs.

The consultation also outlines plans to:

- Ensure that short term young adult offenders have their time in custody planned around their resettlement needs when

on shorter term sentences

- Allow those who have committed more serious crimes to have longer term rehabilitation and risk management
- Enable young adults to benefit from the Transforming Rehabilitation programme, including resettlement prisons and 'through the gate' services.

Announcing the consultation to Parliament, Jeremy Wright, Minister for Prisons and Rehabilitation said:

“We have already taken substantial steps towards reforming how we manage adults in custody, particularly in terms of ensuring that prisoners are better aligned towards release into their home communities.

“We want to ensure that young adults can fully benefit from our proposals around Transforming Rehabilitation, including resettlement prisons and through the gate provision.

“We want to make sure that young adults who are on longer term



**The consultation's findings will be published in 2014**

sentences are allocated to the most suitable institutions to meet their rehabilitation needs.

“The Government accepts that some young adults have complex needs, and we want to target our resources more effectively to meet these. We strongly welcome the views of those with an interest in young adult offenders, which will inform this work as it moves forward.”

The consultation outlines plans to develop a more consistent and coherent approach that will help ensure 18-20 year old offenders are able to benefit from the wider reforms to improve resettlement of prisoners,

including plans to ensure all offenders are supervised on release from prison.

It also examines the effect of the Transforming Rehabilitation reforms on the Detention in a Young Offenders' Institution (DYOI) sentence. This sentence currently means that young adults serving sentences of over four weeks receive three months community supervision on release.

Under Transforming Rehabilitation, it is anticipated that this will be superseded by the 12 months supervision that all adult offenders will receive. The consultation closes on 19 December.

# Male prison capacity changes

Chris Grayling, the Justice Secretary, announced a set of changes in prison capacity in September to continue the programme of estate modernisation and provide greater efficiency.

The Secretary of State said that Blundeston, Dorchester, Northallerton and Reading prisons will be closed by the end of 2013, taking 1,400 of the least economic or non-strategic places out of the prison system.

He also announced that:

- The new 2,000 place prison announced for North Wales will be built in Wrexham
- A feasibility study will take place for a proposed second big new prison, this will focus on the possibility of replacing Feltham Young Offenders Institution with a large new adult prison and a new, specialist youth facility on adjoining sites in West London
- HMP The Verne will be converted to an Immigration Removal Centre providing the Home Office with

580 places to hold immigration detainees

- HMP Downview will be re-roled from a female to adult male prison during the early part of 2014 as set out in the Women's Custodial Estate Review
- HMYOI Warren Hill will stop holding young offenders and will also change to hold adult male prisoners during the early part of 2014
- Discussions will commence with the Duchy of Cornwall about the long term future of HMP Dartmoor. (NOMS leases the prison from the Duchy. There is 10 year notice period so nothing will happen immediately but discussions will begin on the arrangements for withdrawal over time.)
- The savings from the capacity changes will contribute towards the plan to reduce prison costs by £500m during the current spending review period

Michael Spurr, NOMS Chief Executive Officer said: "Making capacity decisions, especially where

closures are needed, is always extremely difficult. It involves a detailed analysis of all prisons taking into account factors including cost, location, size and state of repair.

"The decision to close establishments is absolutely not a reflection on the performance of staff but rather a necessary

response to the financial realities we face and the need to modernise the prison estate.

"But however difficult it may be, it's essential that we continue to modernise the estate and ensure that we have the right capacity in the right places and at the right cost."



HMP Blundeston is set to close by the end of 2013

# New Victims' Code sets out support for victims of crime

The new [Code of Practice for Victims of Crime](#) came into force on 10 December. The Code sets out the support and information victims of crime are entitled to from criminal justice agencies, from the moment they report a crime to the end of the trial.

A key part of the Government's Transforming the CJS Strategy and Action Plan is to improve the experience of victims and witnesses, by putting victims first and creating a more responsive system that is easier to navigate.

The Code now provides enhanced support for three priority categories of victims as well as new sections aimed at businesses and under-18 victims of crime. Victims are also now entitled to choose to read their Victim Personal Statement out in court, which allows them to explain how the crime has affected them. The judge can then take this in to account when determining the sentence.

Victims' Minister Damian Green said about the new Code:

"For too long victims have felt they are treated as an afterthought in the criminal justice system. No more. I am absolutely determined that victims are given back their voice and supported every step of the way."

The Code places a new duty on criminal justice agencies and Police and Crime Commissioners to include information about the Victims' Code on their websites to raise awareness more broadly of victims' entitlements.

Additionally, a stronger complaints mechanism has also been built into the Code for victims who do not receive the support they are entitled to.

The MoJ is developing leaflets on the Code, an EasyRead version for those with learning difficulties and a YouTube video for under 18s to help communicate the Code to the public. These will be available on gov.uk once the Code comes into force in December.



**Victim liaison services are available to all**

## Governor's Leadership triumph

Paul Foweather, Governor of Full Sutton Prison, won the Leadership Award at the **Civil Service Awards** on 21 November – the third prison governor in four years to win the award.

Paul was recognised for his leadership in one of the country's most complex and demanding high security prisons in delivering outstanding operational performance and achieving impressive cultural change.

He said at the event: "I am immensely proud to receive this prestigious award. The National Offender Management Service does a tremendous job and I give the credit and recognition of this award to the managers who have supported me, and the staff at HMP Full Sutton who have delivered this change.

"This evening marks one of the highlights of my career and I am incredibly proud to have been nominated and represent NOMS."

Paul has maintained a strong operational focus in delivery at Full

Sutton while also developing the prison into an international business hub with partnerships across the world in 25 countries to date, achieving value for money to improve work options and the quality of service.

The Yorkshire prison has also developed a model practice for integrated drug strategy delivery and achieved a national health provider award for the implementation of specialised renal and palliative care.

Michael Spurr, NOMS CEO said: "This is a huge tribute to the quality of leadership across the Service."



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## Prisons' finest profiled

Prison Officer of the Year Sharon Edmond's outstanding work at Holloway Prison gained more recognition when **The Guardian** profiled her in its Public Leaders Network series on Civil Service jobs.

Sharon, Custodial Manager for the women's prison's segregation unit, gave an interview to explain how she handles her demanding role.

"I'm firm but fair," she told the newspaper. "You've got to be somebody who knows boundaries. I will do everything I can to help somebody who needs help – even if they don't want it.

"One of the best acknowledgements you get is when somebody doesn't come back."

And on her double award win – in the Prisoner Care and Management category as well as the overall title award – she added: "My family are

so proud of me – all my aunts and uncles. I was the talk of our town in Jamaica. It's like I've won an Oscar."



Sharon Edmond at Holloway Prison

## Social enterprise cleans up

The production of luxury goods isn't often associated with prisons, but HMP Eastwood Park is breaking the mould with its social enterprise project Eastwood Soaps.



The project, run in partnership between the prison, education provider Weston College and charity The Shaw Trust, incorporates embedded learning with practical employment related experience and skills.

Eight women are trained and employed to produce three original bars of soaps, designed and handmade in the prison using 10 essential oils. The project launched

in May 2013, and in October it went public for the first time with a stall at a Weston College conference.

The soaps proved a big hit, with an impressive £450 worth of products sold and ordered in just one day.

Danielle, a prisoner who works on the project, said: "It was a brilliant opportunity to be able to sell and show off the superb products that the women have produced. I was able to come back to Eastwood Park and tell everyone about my day and how much soap we sold."

"I now feel that I will work on release and there is a life for me after prison."

Weston College's Deputy Principal Peggy Tovey, who is responsible for the implementation of OLASS 4 (Offenders' Learning and Skills Service) in prisons, said: "Social enterprises are key to driving forward success, enabling offenders to participate and experience real work."



The smartly packaged soaps on show

"It is vital to create links and engage with employers, charitable and voluntary sector organisations who give offenders a new start."

Dave Burton, Senior Business Development and Resettlement Manager with Weston College, said: "This project provides motivational learning and work experience that focuses on learning and preparation for work on release."

Eastwood Soaps' profits will be placed into a bursary that women will be able to apply for on release.



You can order the soaps by contacting [eastwood@weston.ac.uk](mailto:eastwood@weston.ac.uk)

## Ex-gang member inspires and impresses

A reformed gang member who successfully turned his life around has won an award for setting up a charity to divert others away from his former gang-lifestyle.

At the [No Offence Redemption and Justice Awards](#), Francis Osei Appiah won the Inspirational Award award by public vote, and nominated by [Kent Probation Trust](#).

His inspiring story, where he obtained a degree in Social Work while in prison and worked with people with learning disabilities on release, led to him

winning 900 of the 2,000 votes cast.

Francis' charity [Reform, Restore, Respect](#) works with young people and adults involved in or at risk of becoming involved in criminal activity or gangs.

Working in partnership with schools, youth and social workers, police, youth offending teams, prisons, probation services and other voluntary or charitable organisations; the charity runs anti-crime workshops for schools which are supported and endorsed by Kent Police.

Sarah Billiald, Substantive Chief Executive of Kent Probation Trust, said: "We are extremely proud of Francis. His determination to turn his life around is incredibly inspirational and shows the work of the criminal justice system at its best.

"While the choice to stop offending was Francis's, a number of

professionals in the criminal justice system, in particular his Probation Officer Mark Collinson, have helped him to continue on his positive journey through their work and interventions.

"It was great to hear him thank Kent Probation, Kent Police and the Prison Service in his acceptance speech."



L-R: Sarah Billiald, Frances Osei Appiah, Outside Chance CEO Ian Ross, and ultra runner Ronnie Staton

## World Congress on Probation

The first ever World Congress on Probation, co-organised and sponsored by NOMS, saw over 330 delegates from 50 countries converge in London.

The event in October, hosted by the European probation organisation [CEP](#), enabled probation and community justice practitioners from across the globe to share their knowledge and experience.

The congress provided participants with the opportunity to examine and discuss new and changing probation practices, with the overarching principle of challenging behaviours and changing lives.

Tony Challinor, Head of Commercial Development with NOMS and Chief Executive of the new NOMS commercial arm [Just Solutions International \(JSi\)](#) said: "It is the first time the world has congregated to discuss and share probation knowledge on such a large scale.

"This was the perfect opportunity to share different experiences, developments, and cutting edge practice in community justice and resettlement with our counterparts from around the world. I believe that no matter how established probation in a country may be in comparison to others, we can all learn and benefit from sharing knowledge."

Delegates discussed the value in understanding desistance and how it could help to reduce reoffending in their respective countries. Discussions on evidence-based practice presented opportunities to share research internationally.

Differences in approach were also discussed: for example, while desistance-based approaches are developing in the UK, presentations from Japan and Thailand demonstrated how many aspects of these approaches are already integral to their strong engagement of communities in probation work.



Justice Secretary Chris Grayling opened the event

Ruenvadee Suwanmongkol, DG Department of Probation, Thailand, said: "We wanted to see how other countries, especially in Europe and the US, did things. It's not easy getting probation professionals together to talk about the entirety of probation."

JSi highlighted some of the developments and programmes being spear-headed across the United Kingdom. JSi offers countries access to the substantial knowledge and experience gathered by NOMS

and the MoJ over the 106 years that probation has been operating in the UK. Initiatives NOMS and the MoJ presented at the Congress included SEEDS (Skills for Effective Engagement, Development and Supervision) and the Transforming Rehabilitation Programme.

Along with CEP and NOMS, the Congress was run in partnership with the [Probation Chiefs Association](#), [London Probation Trust](#), and [West Yorkshire Probation Trust](#).

## Prison Radio awards bonanza

Prison Radio is in the midst of a major winning streak. The [Prison Radio Association \(PRA\)](#) picked up two awards at the [IVCA \(International Visual Communications Association\) Clarion Awards](#) in September.

The PRA won silver and bronze in the radio category. The National Prison Radio (NPR) won silver and HMP Wandsworth's Radio Wanno collected bronze.

In addition, Radio Wanno and NPR's Andrew Wilkie jointly collected a special Champions Award in recognition of the longstanding prison radio project's success.

The IVCA Clarion Awards were launched in Parliament in 2003 and recognise achievement in communication, Corporate Social Responsibility, diversity, sustainability, community development, health issues, education and social welfare.

The PRA's Chief Executive Phil Maguire said: "This recognition means a huge amount to all those involved in improving the lives of prisoners and their loved ones through the power of radio."

Erin Riley, Head of Prison Radio for NOMS said: "As the potential of National Prison Radio is being recognised inside and outside NOMS it's great to see the service and the people who make it getting the plaudits they deserve."

The success is set to continue as the PRA was announced winners of the [Longford Prize 2013](#) on 21 November. The Longford Trust's prestigious award recognises the contribution of an individual, group or organisation working in the area of penal or social reform in showing outstanding qualities of humanity, courage, persistence, originality and commitment to diversity.

Judges described the PRA as "a model of transforming rehabilitation, it is its very own rehabilitation revolution."

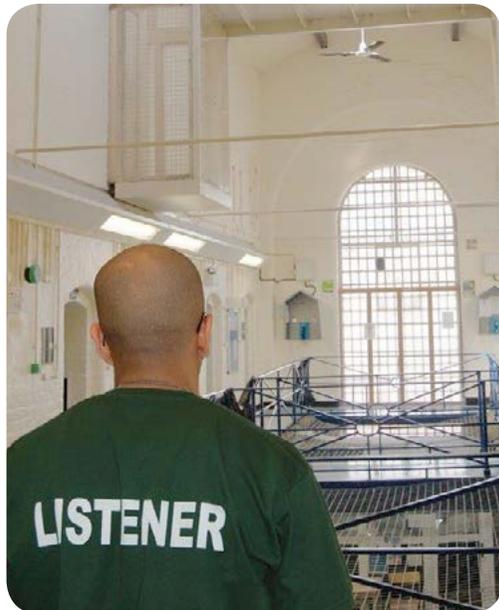
The PRA's own inaugural awards ceremony took place on Monday 2 December.



L-R: Erin Riley; Andrew Wilkie; Kevin Field, Simon Sujeewon, and Donovan McGrath of Radio Wanno; Dale Parmenter, DRP Group

## Good Samaritans: The Listeners

Being there round the clock, every single day of the year, for anyone who is struggling to cope, has been at the heart of Samaritans' work for 60 years. While the helpline is well known, Samaritans' work in prisons is not. The charity has been running a Prison Listener scheme for 22 years and works by offering peer to peer support within the prison setting.



Human resources: Listeners are invaluable to prisoners

Prisoners are among the highest risk groups in terms of suicide and self-harm, which is why there has been so much hard work by both the Prison Service and Samaritans over the last two decades to make sure the Listener scheme has been firmly established and given the support and facilities it needs to flourish.

Listeners are prisoners who are selected, trained and supported by volunteers from a nearby Samaritans branch, to provide the same kind of support for their fellow prisoners as is given in Samaritans' helpline services.

Listeners are based at almost every prison in England and Wales and bound by the same confidentiality rules as Samaritans' volunteers which is vital in order to encourage prisoners to use the service. The aim is to offer a 24 hour service with one Listener for every 50 prisoners, able to speak in private to anyone who needs support. This is in addition to the dedicated telephone links to

Samaritans that are available in every prison across the country.

Being part of the scheme is rewarding. As one current Listener puts it:

"The Listeners have people's respect and trust...it's an amazing feeling. It's changed my mind, my heart, my soul."

The value that staff place on the scheme is illustrated by a Senior Prison Officer quoted in a report from the Prison Reform Trust:

"Can you imagine doing a night shift without the Listeners?"

The project started in HMP Swansea and now almost every prison for men, women and young offenders in England, Scotland, Wales and Northern Ireland has a scheme. There are more than 1,200 active Listeners handling more than 84,000 requests for support from prisoners annually.

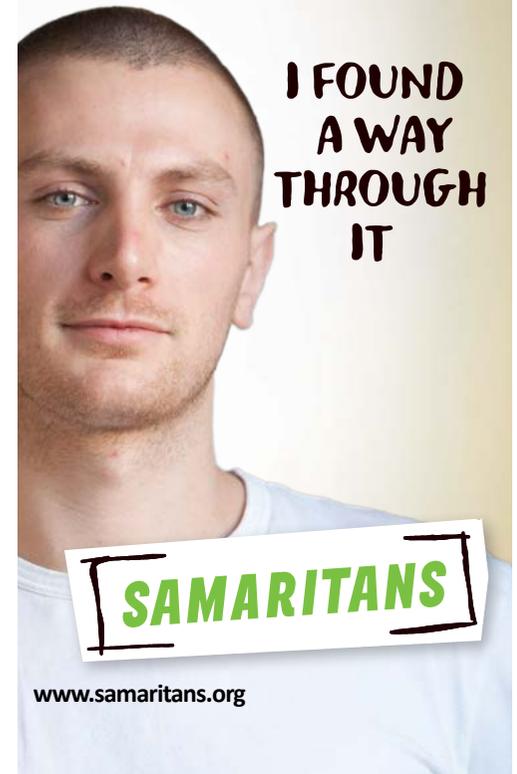
A measure of success is the interest the scheme receives outside the UK. More than half the prisons in the Republic of Ireland have Listeners, and Samaritans has had enquiries from many other European countries, and as far away as New Zealand. Prison Listening is going global.



National Offender Management Service

Listening to save lives  
Working together

Joint NOMS/Samaritans/Listeners Conference



I FOUND  
A WAY  
THROUGH  
IT

SAMARITANS

www.samaritans.org

## Restorative Justice Week 2013

The Ministry of Justice marked **Restorative Justice Week 2013**, 17 - 24 November, by launching a series of products to help inform the general public about Restorative Justice and the benefits it brings, and to inspire more people to get involved.

The **Giving Victims a Voice** video provides an overview of Restorative Justice and its benefits, while a booklet of the same name explains what Restorative Justice is, the reason it works, how it benefits communities, and the work involved in making it happen.

By facilitating contact between a victim and offender in a safe environment, Restorative Justice gives victims the chance to explain to offenders the real impact of their crime, to get answers to their questions, and an apology. It holds offenders to account for what they have done, helps them understand the real impact of their crime, take responsibility and make amends.



### Giving Victims a Voice Restorative Justice

Research funded by the Ministry of Justice has found that:

- When offered by a trained facilitator, the majority of victims chose to participate in face to face Restorative Justice meetings
- 85% of victims who take part are satisfied with the process
- Restorative Justice reduces the frequency of criminals reoffending by 14%

Read more about Restorative Justice on the Ministry of Justice website.

For more information on Restorative Justice in NOMS contact Stewart Morris  
stewart.morris@noms.gsi.gov.uk

## Commissioning Intentions

NOMS Commissioning Intentions from 2014 covers the offender services that NOMS commissions to deliver its responsibilities in line with ministerial priorities.

Probation Trusts are preparing to transfer to a new National Probation Service and new community providers – Community Rehabilitation Companies – in April 2014.

Offenders sentenced to less than 12 months custody will, in future, be supervised on release.

Prisons will focus on driving cost-effectiveness so that strong, viable public sector provision can be maintained. This means NOMS will work alongside a wide range of private, voluntary and third sector providers.

## Get in touch

We hope you have enjoyed reading this edition of Changing Lives Together. You can now subscribe through the **Justice website**.

If you want to contact someone from NOMS, see our online guide, **How NOMS Works**, which includes contact details of directors.

We have also published a new version of our **organisational chart** so that it is easier to understand the agency.

We are always interested in your feedback.

Do you have a suggestion for future articles?

Would you like us to focus on your work with NOMS in a future edition?

Please send any comments, questions or feedback to:

**matt.tucker@noms.gsi.gov.uk** or  
**tom.scott@noms.gsi.gov.uk**

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