Introduction - Engagement this week

Our event today is the second of a number of events being held this week.

<table>
<thead>
<tr>
<th>Date</th>
<th>Audience</th>
<th>Theme</th>
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<tbody>
<tr>
<td>10th Dec</td>
<td>Voluntary sector</td>
<td>Update on design areas including;</td>
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<tr>
<td></td>
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<td>- Regional Authority and Commissioning Budget</td>
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<td></td>
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<td>- Change work for retained offenders</td>
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<td></td>
<td></td>
<td>Plus an outline of our Voluntary Sector Strategy</td>
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<tr>
<td>TODAY</td>
<td>Potential suppliers</td>
<td>Commissioning – agenda on next slide</td>
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<td>12th Dec</td>
<td>Potential suppliers</td>
<td>Mobilisation and Transition to include sessions on;</td>
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<td>- Overall approach</td>
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<td>- Staff transfer and pension requirements</td>
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<td>- Updates on estates, ICT and digital</td>
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<tr>
<td>13th Dec</td>
<td>Potential suppliers</td>
<td>Commercial Strategy to include sessions on;</td>
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<td>- Sourcing strategy, procurement process and market share cap</td>
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<td>- Voluntary sector strategy</td>
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<td>- Pre-qualification</td>
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<td>- Evaluation strategy</td>
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<td>- Contract terms and contract length</td>
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<td>- Contract levers and collaboration</td>
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<td>- Data room and Due Diligence</td>
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# Structure for this session

<table>
<thead>
<tr>
<th>Item</th>
<th>Speaker</th>
<th>Time</th>
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<tbody>
<tr>
<td>Introduction &amp; update on the programme - Q&amp;A</td>
<td>Luke Taylor</td>
<td>11:00 – 11:15</td>
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<td>(15 minutes)</td>
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<tr>
<td>Overview of the regional roles and responsibilities - Roundtable discussion</td>
<td>Luke Taylor</td>
<td>11:15 -12:15</td>
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<td>(60 minutes)</td>
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<tr>
<td><strong>Lunch</strong></td>
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<td>12:15-13:00</td>
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<td></td>
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<td>(45 minutes)</td>
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<tr>
<td>Additional commissioning budget - Roundtable discussion</td>
<td>Nathan Dick &amp; Mohamed Elmugadam</td>
<td>13:00 -14:00</td>
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<td>(60 minutes)</td>
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<tr>
<td>PCC engagement &amp; involvement - Roundtable discussion</td>
<td>Rosie Miles</td>
<td>14:00 – 15:00</td>
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<td>(60 minutes)</td>
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<tr>
<td><strong>Break</strong></td>
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<td>15:00 – 15:30</td>
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<td>(30 minutes)</td>
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<tr>
<td>Going local: partnerships and delivery - Roundtable discussion</td>
<td>Nathan Dick</td>
<td>15:30 -16:00</td>
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<td>(30 minutes)</td>
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<tr>
<td>Closing remarks</td>
<td>Nathan Dick</td>
<td>16:00 – 16:15</td>
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Introduction – Engagement to date

Our public consultation ran from 27 July to 21 September 2018. In total, we received 476 written responses.

We ran 38 engagement events with 1,100 delegates. Delegates included current providers, new providers, the voluntary sector plus a range of special interest groups.

We engaged probation staff across England and Wales. We consulted service users through local workshops and surveys.
Probation Programme update

- Since the last series of market engagement we have;

- *Carried out detailed analysis of consultation responses and built this into our thinking*

- *Continued our work on costings and to refine service design proposals. This includes;*
  - Three whole day sessions to scrutinise design proposals with probation experts.

- *Continued our work and conversations with stakeholders. This includes;*
  - Regular engagement with PCCs and devolved authorities.
  - A session in November to articulate our latest thinking on the performance framework and payment mechanism.
Her Majesty’s Prison and Probation (HMPPS) changes

- A new Chief Executive of HMPPS is due to be appointed in due course.

- As a result of a review it has been decided to create two new Director General posts - one for prisons and one for probation.

- Appointments have been made, with Amy Rees being the interim Director General for Probation, and Phil Copple as interim Director General for Prisons. Permanent appointments will be made when the new Chief Executive commences in post.

- The Probation Programme has transferred to HMPPS from the MoJ. This will help to align our work more closely with the operational arm of probation. This change does not alter the focus of the programme.
Further pre-procurement engagement activity

We will be conducting market warming events in January and February 2019 in London:

• **28th – 31st January 2019:** a 4-day period of events and sessions detailing the Authority’s plans for the future probation services and its commercial strategy for procuring them; and

• **4th – 22nd February 2019:** optional one to one meetings with potential bidders to answer questions about the proposed plans.

• **12th – 14th February 2019:** voluntary sector market warming events hosted by Clinks in London, Bristol and York.

• **March:** Police and Crime Commissioners (PCCs) will also co-host with MoJ regional market warming events.

Further details regarding these events will be circulated in due course.
Overview of regional roles and responsibilities
Luke Taylor

11:15-12:15

Protecting and advancing the principles of justice
Proposed probation structures for England

- Regional boundaries are made from clustering current CRC areas.

- Support and understanding during the consultation to the principles of coterminous public and contracted provider areas.

- Support for the concept of regional leadership and strategic oversight with commissioning, performance and business planning approval responsibility.

- Only one CRC area covers two of the new Contract Package Areas (CPA), which is Humberside, Lincolnshire and North Yorkshire (HLNY).
# Caseload within new contract package areas

<table>
<thead>
<tr>
<th>Region</th>
<th>CPA</th>
<th>Apr-Jun 18 Caseload</th>
<th>Apr-Jun 18 % Caseload</th>
</tr>
</thead>
<tbody>
<tr>
<td>North East</td>
<td>A</td>
<td>7,360</td>
<td>5.06</td>
</tr>
<tr>
<td>North West</td>
<td>B</td>
<td>23,610</td>
<td>16.24</td>
</tr>
<tr>
<td>Yorkshire &amp; Humberside*</td>
<td>C</td>
<td>15,390</td>
<td>10.59</td>
</tr>
<tr>
<td>West Midlands</td>
<td>E</td>
<td>16,020</td>
<td>11.02</td>
</tr>
<tr>
<td>East Midlands</td>
<td>F</td>
<td>10,530</td>
<td>7.24</td>
</tr>
<tr>
<td>South West</td>
<td>G</td>
<td>10,660</td>
<td>7.33</td>
</tr>
<tr>
<td>South Central</td>
<td>H</td>
<td>8,300</td>
<td>5.71</td>
</tr>
<tr>
<td>East of England</td>
<td>I</td>
<td>14,440</td>
<td>9.93</td>
</tr>
<tr>
<td>London</td>
<td>J</td>
<td>30,200</td>
<td>20.77</td>
</tr>
<tr>
<td>Kent, Surrey &amp; Sussex</td>
<td>K</td>
<td>8,880</td>
<td>6.11</td>
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<td><strong>Total:</strong></td>
<td></td>
<td>145,390</td>
<td>100</td>
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</tbody>
</table>

Caseload data is taken from ‘Table 4.8, Offender Management Statistics quarterly: April to June 2018’. Totals based on aggregating caseloads for current CRCs within proposed regions.

*Caseload figures are indicative and can be expected to change. No reliance should be placed on them.*
Overview of current structures

Regional Leadership
- Formal role does not currently exist,
- Local structures and systems have been created
- Inconsistent links to stakeholders

Contract and Delivery Plan Management
- NPS has national oversight of divisions
- Performance management of CRC by contract team

Operational Leadership (NPS and Contracted Provider)
- Resource and business planning of operational teams
- Local delivery plans
- Escalated operational risks – e.g. enforcement/recall

Offender Management (NPS and Contracted Provider)
- Deliver Statutory Duties of the Responsible Officer (RO)
- Assess, Plan, Refer, Enforce, Review
- Coordinate sentence delivery

Sentence Delivery
- Change work that is delivered by RO
- Specialist Interventions
- In house delivery

Common Delivery of Sentence: (by CRC to both cohorts)
- Unpaid Work
- Thinking Skills Programme, BBR
- Some planned packages of work via Fee For Use
Overview of regional structure

Regional Leadership:
- Sets Strategic Plan – and co-ordinates delivery
- Oversight of whole system delivery
- Uses Commissioning Budget and partnerships to provide supportive services (7)
- MoJ engagement with PCC, LG, HA and Public

Contract and Delivery Plan Management:
- Contract compliance
- Performance management
- Functional activity e.g. finance

Operational Leadership: NPS and Contracted Provider each:
- Resource and business planning of operational teams
- LDU and sub regional delivery, CPA running
- Escalated operational risks – e.g. enforcement/recall

Offender Management: NPS and Contracted Providers
- Deliver statutory Duties of the Responsible Officer
- Assess, Plan, Refer, Enforce, Review
- Coordinate sentence delivery by others

Sentence Delivery by OM organisation: NPS and Contracted Provider
- Change work best delivered by RO – brief interventions, motivation and support
- Specialist Interventions to meet specific cohort needs – e.g. Sex Offender Treatment
- Differentiated services due to Risk – e.g. 1:1 rather than group interventions

Common Delivery of Sentence: (by Contracted provider to both cohorts)
- UPW
- Thinking Skills Programme, BBR
- Planned packages of work (specialist provision) from CP and their supply chain

Regional Authority Commissioned Supportive Services:
- Services that enable more effective delivery of sentence
- Co-commissioned activity via social investment and PCCs etc.
- Provides longer term support beyond sentence delivery to prevent offending
• UPW and Accredited Programmes such as Thinking Skills Programme (TSP) and Building Better Relationships (BBR) will be delivered by Contracted Providers (CPs) for both retained and allocated offenders.
• CPs will remain fully responsible for the delivery of other change work for allocated offenders
• For retained offenders, the CPs will be asked to deliver change work when needs and solutions are common between retained and allocated
Volume of change work

- Long term desistance is achieved through addressing the causes of a person’s offending (criminogenic needs).
- Sentences, such as RAR and custodial (pre and post release), give HMPPS the authority and expectation to deliver change work that is enforceable.
- The retained and allocated cohorts are separated by offence type and risk of harm, but for many there are common needs.
- Table left (using the OASYS tool used on relevant cases) identifies the commonalities and caseload volumes.
- We recognise that headline needs may mask that specific issue and that treatment might not be common, or that it may need a responsive approach to delivery between and within the allocated and retained groups.
- Work is being undertaken to identify the potential proportion of each need that would respond to a common treatment.
## Sourcing change work for retained offenders

<table>
<thead>
<tr>
<th></th>
<th>Retained</th>
<th>Allocated</th>
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<tbody>
<tr>
<td>Accommodation</td>
<td>Unique</td>
<td>Common needs</td>
</tr>
<tr>
<td>Education and Training</td>
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<tr>
<td>Employment</td>
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<tr>
<td>Health</td>
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<tr>
<td>Mental Health</td>
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<tr>
<td>Attitude, thinking and behaviour</td>
<td>Panel</td>
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<tr>
<td>Lifestyle and associates</td>
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<tr>
<td>Family and relationships</td>
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<tr>
<td>Drug and alcohol</td>
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</tbody>
</table>

- The Authority is considering the establishment of a separate sourcing mechanism to access change work for retained offenders which will be used primarily to access services which are unique to NPS cohort: a **Panel of Specialist Suppliers**.
The contracted provider will provide the agreed packages to the allocated group (either directly or via supply chain)

Currently most change work to the retained is provided directly by NPS staff

We are looking at the opportunity for integration and efficiency for having a common regional approach to delivery

The two key questions as to the sourcing of packages of work are:
  • The scale of work that needs to be sourced
  • The degree to which effect treatment will come from specialist needs facing organisations

The Regional Authority (1) will decide whether to channel further work to Contracted Providers or whether to use the Panel, or instead keep the delivery of the service in house.
Alternative sourcing mechanism for change work

- The alternative mechanism would operate as a dynamic panel whereby suppliers can qualify at any point in time and indicate what needs (e.g. lifestyle and associates, employment, etc), offender groups (e.g. women, BAME, etc) and geographical areas they will be able to serve.
- Every time a new requirement arises, the Authority will run a mini-competition with pre-qualified suppliers and award the contract for the delivery of the service.
- Contracted Providers will be able to qualify on the Panel if they wish so, and the Authority is also considering whether Contracted Providers could access the panel to procure change work.
- The panel will be used to award both contracts and grants and the Authority will decide what it is more appropriate.
- The Panel will act as a marketplace for buying and selling services for the rehabilitation of offenders and access could be given to other commissioning bodies including HM Prisons as well as Police and Crime Commissioners and Local Authorities.
Sourcing change work: questions and discussion

• Do you agree with our proposal about common services meeting common needs across the NPS and the Contracted Provider in a region?
• What do you think of this alternative mechanism?
• Would you be interested in pre-qualifying?
• How should the dynamic panel work to encourage access?

(20 mins table discussion)
Lunch break

12:15-13:00

Protecting and advancing the principles of justice
Regional commissioning budget
Luke Taylor and Mohamed Elmugadam

13:00-14:00

Protecting and advancing the principles of justice
Regional Authority Role

- The Regional Authority will have overarching responsibility for probation services, and to ensure that the needs of service users are well understood by stakeholders.
- This is a wider responsibility than either of the two main delivery organisations.
- A focus of the Regional Authority will be to ensure the NPS and Contracted Provider in their region meet the required standards.
- A Regional Authority will be able to work with other stakeholders to promote new approaches to support people on probation.
- We are exploring a usable (but affordable) budget held by the Regional Authority to support better services, encourage joint working, and innovation: the Regional Commissioning Budget (RCB).
Regional Commissioning Budget

• Neither NPS nor contracted services are dependant on this budget. Probation services need to be delivered to the agreed level independently of the effectiveness of the Regional Commissioning Budget

• The Regional Authority should use it to promote collaboration, better outcomes and test innovation

• The regional authority is accountable for its use and should take an evidence based approach to promote innovation and social justice

• It provides a backdrop and an enabling environment in which justice and sentence delivery will occur
Principles for the Regional Commissioning Budget

Principles for the using additional budgets at a regional level:

1. This fund is **not** to be used to fund services that form part of sentence delivery. (these are already funded by contract or NPS formula)
2. It may used to promote reductions in offending and reoffending by funding/joint funding services that promote desistance
3. The service can provide services beyond the sentence period to reduce the risk of reoffending or offending.
4. The regional authority should use the RCB to promote joint working and shared objectives. The authority having the ability to bring ‘money to the table’ can unlock investment from others
5. The Regional Authority should work with others in planning the use of the budget
6. All funding methods : grants, match funding, contract, co-commissioning etc, may be used.
Criteria for an Additional Commissioning Budget

The vast majority of our overall budget funds sentence delivery

The Regional Commissioning Budget underpins the core functions of HMPPS, but offers the opportunity to respond to service user need in different ways.

The tests for Additional Commissioning Budget

Affordable?
We can afford to create a suitably sized Regional Commissioning Budget

Usable?
There are opportunities to use this budget in a way that supports better outcomes and local partnerships

Effective?
The returns justify the investment and the structures that govern it
Example of one possible use of Regional Commissioning Budget

Casterbridge population 80,000. which is in the Casterbridge and Wetherfield LDU in the county of Borchester. It is the smaller but more affluent of the two towns but has areas of deprivation within it. Main employers are commercial or public sector. There are two probation offices.

Borchester PCC crime plan has prioritised acquisitive crime and antisocial behaviour, there is an active LCJB and there are a number of small voluntary sector organisations already working in the town.
**Case example - a good use of a regional commissioning budget**

Mike has been in trouble with the law for a number of years. Currently unemployed, he has no permanent accommodation, and his issues with gambling, alcohol, lifestyle and associates are considered as needing to be addressed. He is also a carer. His son Josh is three years old.

**Sentence outline**

1. RAR days on FINDING KEEPING – a planned package on how to get a house and manage a tenancy
2. RAR days JOBS a GOODEN package on disclosure and getting the most from DWP support
3. RAR days on FINDING KEEPING – a planned package on how to get a house and manage a tenancy
4. RAR days planned package BET YOU CAN awareness and motivation work + referral to GA
5. Additional RO work to sign post to AA group that had childcare

Mike completed the RAR and is now in his own accommodation, he is engaging well with his Job Centre advisor for the first time and has been confident enough to apply for a number of jobs. He describes managing his gambling - he is aware of past links to offended and has made contact with GA. He missed one session due to the CP’s crèche not happening. His final review assessment was ‘Rome wasn’t built in a day but I feel things are more stable and I am more confident to continue getting things right for me and Josh. He has not been arrested whilst on sentence. (but was 6 months later)

**Outcome**

1. Accommodation
2. Employment
3. Gambling
4. Alcohol
5. Lifestyle

Inspector’s view: this was a generally well run sentence correctly targeting issues with quality interventions.
The Regional Authority has been in post for 2 years now:

The Regional Authority have been pleased to see the planned packages of work described in the bids have been put in place, and has worked with the CP to develop further packages that are now being provided to both retained and allocated offenders- forming part of both NPS and the CP business plan to meet the needs of offenders. The RA has also been able to champion a common needs profile dashboard developed by the data team (working with NPS and the CP) to other commissioners including the PCC and the local health teams. In reviewing the business plans and reviewing delivery they were able to identify that both NPS and the CP were struggling to be responsive to carers on sentence and they have now moved to a common provider of child care and to coordinated appointments so it is fully utilised. This is delivered in the new combined probation office on Pollyanna Street.

The RA has used some of their commissioning budget in the Casterbridge to:

- Set up a bond scheme with a with approved private landlords and a social enterprise
- Jointly sponsored an apprenticeship scheme at Sainsbury’s for ex-offenders
- Made a small contribution via Local Criminal Justice Board (LCJB) joint funding that enabled Gingerbread to set up a drop in centre in the town
- Invested in a post sentence ‘keeping it together’ crisis line and mentors group (the CP successfully bid to provide this) open to both ex NPS and CP cases
Case example - a good use of a regional commissioning budget

Mike is troubled and he has been in trouble with the law for a number of years. Currently unemployed, he has no permanent accommodation, and his issues with gambling, alcohol, lifestyle and associates are considered as needing to be addressed. He is also a carer. His son Josh is three years old.

Additionally it was recognised that sentence delivery needed to be responsive to Mike’s child care commitments.

Sentence outline

1. Accommodation
2. Employment
3. Gambling
4. Alcohol
5. Lifestyle

Outcomes

1. Accommodation
2. Employment
3. Gambling
4. Alcohol
5. Lifestyle

Inspector’s view: this was a generally well run sentence correctly targeting issues with quality interventions.
Group exercise

The aim of the a regional commissioning budget to is to encourage joint working and innovation aimed at supporting offenders.

What outcomes or services do you believe a regional commissioning budget could/should purchase?

Which commissioners/funders would you advise the regional authority/Ministry of Justice prioritise in relation to joint funding of services.

(20 minutes)
PCC engagement and involvement
Rosie Miles

14:00-15:00

Protecting and advancing the principles of justice
Why strengthen the role of PCCs?

2017 Conservative Manifesto commitment:
“widen the role of police and crime commissioners to help them cut crime for their local communities … with greater devolution of criminal justice responsibility and budgets to local commissioners.”

Police & Crime Commissioners increasingly:

- Play an important role in local CJS: Most PCCs chair local CJS governance structures (e.g. LCJBs and Reducing Reoffending Boards) meaning they are well placed to align and agree shared priorities and identify cross-cutting issues.

- Are key (co-) commissioning partners: Most PCCs actively (co-) commission services to reduce crime which should support or align with the delivery of probation services.

We want a clearer role for PCCs in future arrangements to:

- Ensure greater integration of probation services with other locally commissioned services;
- Improve partnership working and opportunities for co-commissioning;
- Ensure there is greater local transparency around performance.
Why co-design MOPAC and GMCA?

Both London and Greater Manchester have:
• the most advanced justice devolution arrangements in place.
• a Combined Authority with an elected Mayor who has taken on PCC powers.
• a track-record in (co-) commissioning services that are either part of probation services or support the wider delivery context.
• commitments as part of separate MoUs on Justice Devolution for the MoJ to co-design future probation services.

We believe that working closely with MOPAC and GMCA to co-design future arrangements will help to ensure services are more closely aligned with wider services commissioned within these regions.
What have we been doing?

To engage PCCs nationally on the development of our proposals, we have:

• Created an official-level Working Group to test our thinking
• Created a PCC-level reference group to maintain engagement with a representative from each of the 10 proposed probation regions.

Work with MOPAC and GMCA has involved:

• Regular dialogue with their officials as proposals develop
• Consideration of opportunities specific to these regions – i.e. around use of the Regional Commissioning Budget to maximise co-commissioning opportunities
• Consideration of regional priorities and how these can be reflected
Areas in scope?

- **Service design**: Involvement in and early sight of our service design work.
- **Regional and sub-regional structures**: Agreeing regional and sub-regional arrangements with probation services, PCCs and local partners to support local integration and transparency.
- **Transparency and performance**: Ensuring greater transparency around probation performance to support local partnership-working and inform the development of a cross-CJS overview of performance.
- **Procurement**: Involvement in the procurement process to support bidders to understanding and respond to local variation within regions.
- **Data-sharing**: Ensuring information / data that can support partnership-working, co-commissioning and transparency is appropriately shared between the Regional Authority, NPS, contracted providers and local partners.
- **Co-commissioning**: Development of “co-commissioning process map” to support Regional Authority use of Regional Commissioning Budget. Further consideration of possible co-commissioning arrangements in Greater Manchester and London.
Areas out of scope?

- **Responsibility and accountability for probation delivery:** The Secretary of State for Justice will retain full statutory responsibility and accountability for probation delivery in all areas. Overseeing and assuring the delivery of probation services will remain with the responsibility of MoJ/HMPPS.

- **Local service specifications:** We are designing national service specifications. There may be some elements that are tailored regionally for London and Greater Manchester, if these are agreed as part of co-design work, but these will not alter any of the core components of the contract. Any additional requirements will be set out during market warming.

- **Additional funding:** London and Greater Manchester will not receive additional MoJ funding as our co-design agreements are about improving how services are designed and delivered, and integrated with wider commissioning partners.
### Key proposals

<table>
<thead>
<tr>
<th>1</th>
<th>Regional and sub-regional structures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop a bi-lateral relationship structure between PCCs and the HMPPS Regional Authority to enable them to identify and discuss strategic priorities and performance issues.</td>
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<tr>
<td>• PCCs to have a more clearly articulated role to support probation service engagement with wider partners and identify cross-cutting issues.</td>
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<tr>
<td>• Greater alignment of probation local delivery units with police force areas.</td>
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<table>
<thead>
<tr>
<th>2</th>
<th>Transparency and performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HMPPS Regional Authority to share performance information with PCCs and alert them to any significant performance issues and events e.g. SFOs and HMI inspections</td>
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<tr>
<td>• Local performance information to be collected and shared through local sub-regional structures i.e. Local Criminal Justice Boards</td>
<td></td>
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<tr>
<td>• PCC involvement in probation performance management structures as appropriate</td>
<td></td>
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</tbody>
</table>
Key proposals

3. **Procurement:**
   - PCCs to coordinate collation of local information and develop local narratives for input into data room.
   - PCCs to support regional market warming events, providing a focus on issues around regional and local delivery.
   - PCCs to support the drafting of ITT question and evaluation criteria around partnership working.
   - Considering PCC representation in the evaluation process.

4. **Data-sharing:**
   - Ensuring information / data is recorded in a manner that means it can be meaningful shared at a local level e.g. police force area.
   - Ensuring we are transparent by sharing information and data with local partners.
   - Ensuring that reciprocal sharing of information and data takes place to support probation service delivery.
Key proposals

- Set out a co-commissioning “process map” to support the use of the Regional Commissioning Budget.
- Agree specific co-commissioning arrangements in London and Greater Manchester to support the use of the Regional Commissioning Budget.
Questions for discussion

• Do you have any comments or reflections on our proposals for greater PCC involvement?

• How can contracted providers work effectively with other commissioners and statutory partners?

• What kinds of local information would be helpful for PCCs to collate to inform your bid?

• What would you want to cover at regional market warming events with PCCs and other local partners?

• Once contracts are let, what information from PCCs and the police would you want access to?
Comfort break

15:00-15:30

Protecting and advancing the principles of justice
Going local: Partnerships and delivery
Nathan Dick

15:30-16:00

Protecting and advancing the principles of justice
Driving effective partnership work

- Rehabilitation and reintegration of individuals requires a local, collective response. It will be important that delivery structures within each probation region provide a service that responds to local need.

- Probation providers will need to engage effectively with local partners and structures, including the Police, PCC, Local Authorities and Community Safety Partnerships, Courts, Prisons and Local Criminal Justice Boards, as well as Health Services and Commissioners.

- The Regional Authority will ensure that probation providers work together to develop shared strategic goals for local probation services and engagement with partners.
Examples of current statutory partnerships

- Community Safety partnerships
- Multi Agency Public protection Arrangements (MAPPA)
- Safeguarding Adults Boards
- Safeguarding Children Boards
- Youth Offending teams
- Efficient and Effective Criminal Justice System
Group exercise

It is important that probation services are engaged with the right stakeholders at a local level.

In designing the structure, how can we enhance local and regional partnerships in your area?

In your view, what forums should the regional authority and probation providers contribute to and how?

How can the Regional Authority develop and maintain effective relationship with and between probation providers?

What should we build into the contract to encourage positive interaction between providers and the Regional Authority?

(20 minutes)
Closing remarks

16:00-16:15

Protecting and advancing the principles of justice
MoJ is undertaking this market engagement ("ME") alongside the ‘Strengthening Probation, Building Confidence’ public consultation, which was launched on 27 July 2018. Please note the following, MoJ:

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