



National Offender Management Service

Changing Lives Together

Update from the National Offender Management Service

AUGUST 2014



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Probation reforms move forward

The start of June marked an important step forward in the provision of probation services in England and Wales.

The new National Probation Service (NPS) and Community Rehabilitation Companies (CRCs) are now in place, replacing Probation Trusts. They will work together to protect the public, support victims and reduce reoffending.

They will drive forward our efforts to further reduce reoffending by ensuring that, for the first time, offenders sentenced to less than 12 months in prison receive community based support upon release.

CRCs will oversee offenders released from custody on a licence or supervision period or those who will be subject to Community or Suspended Sentence Orders.

They will be operated by a range of providers with broad experience of delivering rehabilitation services and will be given the freedom to innovate

to deliver interventions that tackle the causes of offending behaviour.

Competitions are underway to decide which organisations will run the CRCs, with the outcome expected by the end of the year.

The NPS will remain under public sector management and will oversee those offenders thought to pose a high risk of serious harm to the public. It will also risk assess all offenders entering the probation system to ensure they receive the proper level of supervision.

Both NPS and CRCs will manage offenders in the community and provide probation services locally, with national leadership and co-ordination being provided by the National Offender Management Service and our Director of Probation, Colin Allars.

In Wales, Sarah Payne will lead both prisons and probation services.

Senior and highly experienced operational managers have been appointed for each CRC and NPS

Division to ensure operations are fully supported and embed the changes.

A new organisation chart has been created which reflects our new operating structures as well as maps which outline the operating areas.

Throughout this period of change I am determined that public protection will remain our highest priority. The transition to the new structures is being managed with care and all staff are being supported to ensure the transition to new working arrangements are completed as smoothly as possible.

Michael Spurr
NOMS Chief Executive Officer



NOMS in Wales

A new directorate has been created for NOMS in Wales in recognition of its unique circumstances within the NOMS Agency.

The Welsh government rather than Westminster delivers services which are important to public protection and rehabilitation, including social care, education and health.

Projects which NOMS in Wales will be focused on will be delivering the Transforming Rehabilitation reforms in probation and the construction of the new 2,100 place prison in Wrexham, North Wales.

The directorate will be led by Sarah Payne who said: "I am passionate about using this opportunity to create a strong organisation which will build on existing excellent, collaborative work throughout Wales to deliver our overarching aims of protecting

victims, reducing reoffending and changing lives."

Sarah will be line managing the National Probation Service in Wales, have direct responsibility for public sector prisons, contract manage HMP Parc and eventually the new Wales Community Rehabilitation Company. She will also be representing NOMS to the Welsh Government and local partners, working with them to support an integrated system of delivery.



Sarah Payne,
Director of NOMS in Wales

Release on Temporary Licence changes

Prisoners convicted of serious offences will be subject of a new 'Restricted Release on Temporary Licence (ROTL)' scheme for which they will only become eligible once they have been transferred to open conditions. 'Restricted ROTL' will involve a more a robust risk assessment process involving probation staff.

The first phase of the changes were introduced in May, the second phase will be introduced in the Autumn.

All prisoners will be tagged while on release, this scheme will be

piloted from December before being rolled out during 2015.

Michael Spurr, NOMS Chief Executive Officer, said: "ROTL will remain an important way to ensure that suitable prisoners are properly prepared for release. The two reviews commissioned by Ministers last year have identified a range of improvements with an even greater emphasis on risk assessment, especially for those prisoners who have committed serious offences."

Competition for prison work continues

Bids are being evaluated in the competition to run a range of works maintenance and facilities management services in prisons.

New contracts are due to be awarded in late 2014, with the new arrangements coming into

place in 2015 following a six month mobilisation and set up period. The services being competed include:

- Planned maintenance and reactive repairs of buildings and equipment
- Maintenance of grounds

Education focus for youth justice

The Justice Secretary, Chris Grayling, announced in January that a greater emphasis needed to be placed on the education of under 18s in custody. As a result a new pathfinder 'secure college' will be built and improvements will be made to existing education provision in young offender institutions.

The pathfinder college will be run by a lead education provider, commissioned by the Youth Justice Board. It will aim to improve the standard of education while also addressing offending behaviour in a way which can be continued on release.

Scheduled to open in 2017, the new college will be the first of its kind, it will provide young people aged from 12 to 17 with the best education possible while ensuring value for money.

The justice secretary also announced that young offender institutions (YOIs) will:

- See current education provision significantly increased
- Implement improved training for staff
- Have their education provider as part of the establishment's senior management team

He said: "It's right that the most serious or persistent young offenders face custody but we must use this time to tackle the root cause of their offending and give them the skills and self-discipline they need to gain employment or training upon release."

Competition processes will determine who builds and runs the pathfinder 'secure college'. A competition will also identify a provider for the increased levels of education provision in YOIs.

Electronic Monitoring contracts awarded

Satellite tagging technology allowing the government to track offenders in the community has moved a major step closer following the appointment of four companies to deliver the services.

Capita will manage the overall service, Airbus Defence and Space (previously known as Astrium) will provide satellite-mapping and Telefonica will supply the network. Steatite will develop and manufacture the tagging equipment.

Justice Secretary Chris Grayling said: "This technology will allow us to keep a much closer watch on the most high-risk and persistent offenders who cause so much harm in our communities.

"Monitoring the movements of dangerous and repeat offenders will be vital in cutting crime, creating a safer society with fewer victims and ultimately offering greater protection and reassurance to the public."

The new electronic monitoring service has been split into four lots to encourage innovation, provide maximum flexibility and deliver best value for money.

All four companies faced strong international competition to win the contracts. They will now work together to deliver closer supervision of offenders at a lower cost than the previous contracts.

Once fully established in the second and third years of operations, we expect the new contracts to deliver average annual savings of £20 million relative to the previous contracts with G4S and Serco.

Capita have been managing the service on an interim basis since April this year.

New tags will start to be introduced by the end of the year.

Cause for No Offence!

One woman's determination to find solutions to complex justice issues has resulted in the creation of a criminal justice network which now reaches over 24,000 people across 62 countries.

Sue Clifford is the founder and Chief Executive of No Offence! CIC and has created a hub which brings together organisations interested in criminal justice.

All this is achieved by a very small senior management team supported by a voluntary advisory board of 15 highly experienced individuals from across the sector.

Highly respected ambassadors help spread the word together with high profile patrons actor Colin Salmon, BBC broadcaster and Prison Chaplain Sharon Grenham-Toze, and Stephen Kinnock, the Labour Party's prospective parliamentary candidate for Aberavon in Wales.

Sue had her first experience within the justice system when she set up a Samaritans' Listener scheme at HMP Moorland. Her background includes developing companies with a social benefit and working as a consultant with organisations such as St Giles Trust and Goals UK.

No Offence! was set up in 2011 when Sue felt that there was no central place where people with an interest in criminal justice could network and share ideas.

She says: "Our aim is not to add to the already huge system but to pull all parts of that system together, to support and encourage organisations to work together, reduce duplication and increase efficiency.

"I hope we demonstrate that social benefit and business do not have to be mutually exclusive. I think the fact that we have grown as quickly as we have in a time of economic hardship shows there was a significant need."

The ethos of No Offence! is to learn from what has gone before and to focus on what can be done to

put things right. It runs a series of conferences through the year to share good practice, and showcase what works with the best networking. Open to all, upcoming conferences are:

- Stable Housing: is this really an option? – Sep 2014
- Evolution of Peer Power: the new revolution in breaking the cycle of offending – Sep 2014
- Throughcare: getting it right – Nov 2014
- Restorative Justice – Dec 2014

The other important event for No Offence! is its annual Redemption and Justice Awards: Celebrating The Change Makers.

These awards look to recognise offenders who have turned their lives around, especially if they are helping others to change, as well as outstanding contributions made by individuals and organisations in providing opportunity and changing the lives of people with convictions –

this year's winners will be announced in October.

Sue is currently focused on a new project, Unlock Your Future, which is focused on increasing employment for those with convictions.

Employers can add a discreet key to their job advert, which lets people know they will consider all applicants on their merit and not on their past. Sue adds: "We also practice what we preach by employing people with convictions."

www.no-offence.org

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Sue Clifford,
Chief Executive of No Offence!

Prison workshop seeks new business

Staff at HMP Erlestoke's award-winning workshop have showcased their operation during a visit from Ministry of Defence (MoD).

Major General Paul Jaques, MoD Director Land Equipment, visited the prison along with members of his team and ONE3ONE Solutions (the business arm of NOMS).

The MoD and ONE3ONE Solutions have been running a number of pilots exploring work that prisons could provide for the MoD. The senior MoD personnel were on their first prison visit to see the potential of prisons in

delivering a range of goods and services.

Major General Jaques said: "I was impressed by the level of experience and motivation of the prison workforce and the attitude they had to delivery and quality of the products.

"Within the MoD, we will keep taking forward the opportunities to work with ONE3ONE Solutions to identify appropriate work which delivers value for defence as well as suitable work for the offenders and building up their skills."

Erlestoke Prison was chosen to showcase its workshop's capabilities because in February it won the Elton Trophy (for best prison workshop) for its work with Speedy Hire, earning judges' praise for how they manage an external contract.

Christine Trafankowski, Erlestoke's Head of Reducing Reoffending said: "We were so proud when we won the trophy because managing an external contract well is very difficult.

"Both the contractor and the prison have invested a lot in this and it was recognition of that partnership work."



Appetising ventures

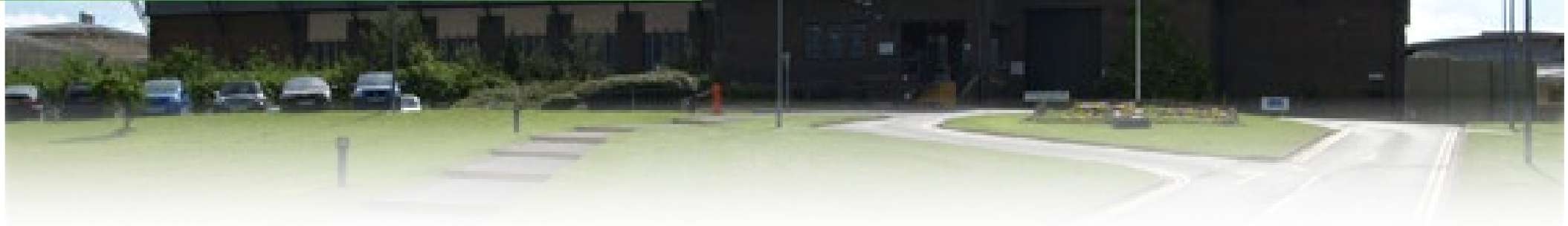


The latest restaurant from The Clink Charity opened its doors for the first time at HMP Brixton earlier this year.

The restaurant is staffed by prisoners who are all working towards gaining a National Vocational Qualifications (NVQs).

With other restaurants at HMP High Down and Cardiff, The Clink Charity was formed to help offenders break the cycle of crime by empowering them with self-belief, workplace skills and qualifications. The trainees work to a 4 to 5 star hotel or commercial restaurant standard in preparation for life after release.

DART on target at Deerbolt



Deerbolt Young Offender Institution's recovery wing has evolved into a dynamic and progressive initiative reflecting the recovery agenda since opening nearly two years ago.

Professionals from across the north east substance misuse field including DART (Drug and Alcohol Recovery Team - Care UK) and partner agencies (including Addaction, Lifeline, NECA, Care UK, Prison Service) have contributed to making the wing a success with a focus on forging excellent relationships with the 60 young men on the wing to progress them through their recovery journeys.

Lynn Dougan, DART Team Leader, says: "We are now in the long awaited

position where we have the full DART discipline, non-clinical recovery coordination programmes, and partnership management functions, all resident on the recovery wing."

"The culture is of collaboration and integration and marks the multi-disciplinary DART Team we believe to be integral to the progression of service users in recovery. This is, of course, supported by the dedicated prison officers on A wing."

And the wing is a true partnership – other agencies and initiatives supporting the wing include Help For Heroes (developed by one of the DART Officers), Dilly arts project, volunteering placements for

Durham University, work experience placements for Northumbria University, and music projects including Gamelan. The wing also has important links with community family services which include Liberty from Addiction, Breaking the Cycle and NEPACS.

Peter Bird, DART Partnership Manager says: "Praise must be given to all the agencies that have come together to make A Wing the success it is, with the wing itself testament to the benefits of working collaboratively."



Joint project brings North East together

NOMS North East has joined forces with the Association of North East Councils (ANEC) to work more closely to tackle reoffending in the region.

Their “Reducing Reoffending in the North East project” was commissioned to improve alignment between resettlement services in custody and the community by researching:

- Initiatives and services currently in place to support offenders in custody and in the community to reduce reoffending
- Gaps in services and opportunities for better joined-up working exist between local authorities and prisons
- Existing good practice within the region and nationally which could inform improvements to local service delivery

Its findings formed the basis of a report “Reducing Reoffending in the North East: Improving joint

working between prisons and local authorities” which sets out a range of recommendations for local authorities, prisons and collaborative working.

These are now being implemented by prisons, local authorities and partner organisations with the project team working to support colleagues to implement the recommendations within their own local area, promoting closer working relationships and a joined-up approach to tackling reoffending.

Tabitha Falcus, Reducing Reoffending Regional Project



Manager for ANEC, said: “Working closely with North East prisons has really improved understanding of our different environments and practices and helped identify the many opportunities for joint working between prisons and our local authorities that exist.”

Tony Lowes, Reducing Reoffending Partnerships Lead for Public Sector Prisons NE added: “This project has allowed prison managers to look beyond the custodial setting and see how the good work we start with offenders in prison can be carried on in the community following release, by working more holistically and engaging with external partners. If we do that we can bring about a real step-change in reducing reoffending.”

Acorn to Oaks

HMP Hatfield has teamed up with The Woodland Trust and NOMS Sustainable Development Council in a project which helps to preserve our invaluable ancient Oaks.

The prison has received acorns through The Woodland Trust from Oaks surviving from the 16th century and the reign of Henry the Eighth.

Prisoners sowed the acorns when the prison received them last year and have been monitoring their progress since. The scheme has formed part of their learning path as they look to progress on a Level 1 Horticulture qualification delivered at the establishment. Chris George, Environmental Manager, welcomed the positive impact of the partnership. He said: “The prisoners have really embraced the project and have bought into the whole idea of preserving these very important trees for future generations to come.”

Once the saplings have developed, they will be donated by the Woodland Trust to schools across the country as well as community groups and schools in and around Hatfield in the Doncaster area.

Prison-PCC partnerships for tackling crime

Communities whose police and crime commissioners (PCCs) build good relationships with prisons see the benefits, a recent NOMS survey has found.

Interventions delivered by prisons with the support of PCCs encourage offenders to turn their lives around, while PCCs working together with governors and others to encourage an end-to-end approach to criminal justice means a better chance of reforming offenders and reducing crime.

Jenny McKibben, Deputy PCC for Norfolk said: "Prisons are key partners for us and it is essential that we work closely together to tackle reoffending and the rehabilitation of offenders. We have consulted widely with partners working with offenders including HMP Wayland and HMP Norwich, and recently hosted a summit of senior players working with offenders to identify a strategic approach.

"As a result we have created a county strategic board on rehabilitation

which includes representation from the prisons. The PCC has funded a rehabilitation coordinator to support the board and enable delivery of a coordinated county action plan."

The breadth of projects being led by PCCs and prisons is already wide ranging and includes:

- Tackling drug traffickers
- Improving prosecutions
- Work with victims of domestic violence
- Reducing the impact of gangs/ tackling gang violence
- Working to improve perceptions of sex workers
- Mentoring schemes for offenders serving less than 12 months
- Prosecuting criminality within prisons - Violence/mobile phones/ drugs/corruption/organised crime
- Management of prolific offenders
- Commissioning restorative justice initiatives

Grahame Hawkings, Governor HMP & YOI Isis, said: "We have had real progress in sharing information, collaborative working and tackling the key issue of gangs and youth violence. This joint working is directly linked to the Mayor's office taking the regional lead, as PCC, in ensuring all interested parties not only sat in the same room but delivered changes in how we operate."

Another important area is prosecuting criminals operating in prisons, where the benefits for local communities can be enormous. Prison liaison officers play a crucial role in this work and multiple prisons have noted how important links with local police are for ensuring that offenders are managed and treated effectively.

Steven Pearson, HMP Full Sutton, said: "I believe the benefits of the police liaison officers are huge and think that close links between the PCCs and prison governors would assist in exploiting benefits."

At a strategic level, in areas where local criminal justice boards operate, they bring PCCs, prisons and other local justice partners together to work on reducing crime. Where they don't, integrated offender management strategy boards and community safety partnerships can serve the same purpose.

As for what the future holds: the government's Transforming Rehabilitation Programme extends statutory supervision to offenders with prison sentences of under a year.

This will bring new opportunities and challenges for multi-agency work to reduce crime and many PCCs are already considering how to build strong links with resettlement prisons. Jenny McKibben said: "The move to resettlement prisons creates an important opportunity for a coordinated approach with prisons, police, probation, health and the third sector to reduce reoffending and tackle the revolving door."

To discuss ways to build your relationship contact Giles Mason, Deputy Governor, HMP Isis at giles.mason@hmpr.gsi.gov.uk

In praise of partnerships

Much of the impressive work that takes place across probation and in prisons results in tangible benefits for wider society, but all too often the public are unaware of the successes.

That's why the NOMS staff awards and The Butler Trust Awards aim to redress the balance by recognising outstanding achievements each year – and this year it was partnership working that really shone through at both events.

At the latest Probation Awards in June, Danielle Mannix a Housing Liaison Officer from Essex Probation, was recognised for building excellent working relationships with many agencies, including the local authority, homeless support networks and supported housing panels.

Her work with HARP, a homeless charity in Southend, was given special mention. Danielle has helped to improve project working with the charity, ensuring that offenders who might previously have slipped through the net are housed.

In prison partnerships, Andrew Laidlaw from HMP Liverpool got the nod at this year's Prison Officer of the Year Awards.

Andrew has worked with Sefton Community Volunteers Service to fund and set up a prisoner mentoring scheme for offenders serving sentences of less than 12 months.

Previously, HMP Liverpool had no specialist support for these short term offenders. Now they are identified prior to release and given an opportunity to meet with a mentor from Sefton Community Volunteers Service who provides support both before and after they walk out through the prison gates.

Probation Officer Kate Taylor, Probation Champion of the Year 2014, works at Merseyside's Violent Offender Management Unit..

Talking about the importance of recognising achievements in this way, she said: "Getting this award has been a real honour for me and I am really pleased that it has highlighted

the excellent multi-agency team work carried out in the unit and is also a testament to the hard work by colleagues in Merseyside Probation, Police and Prisons."

Nominations for the next round of Butler Trust Awards closed last month. There will no doubt be more successful partnerships celebrated when the winners are announced.

Prison Officer of the Year Awards ezine

Probation Champion of the Year Awards ezine

Butler Trust Awards



Kate Taylor
Probation Champion of the year

Get in touch

We hope you have enjoyed reading this edition of Changing Lives Together. You can now subscribe through **GOV.UK**.

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:

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