



HM Prison & Probation Service

Who are we and what do we do?

The Probation Service is a statutory criminal justice service that supervises offenders in custody as well as those who are released into the community, while protecting the public.

We are responsible for sentence management in both England and Wales, along with Accredited Programmes, Unpaid Work, and Structured Interventions.

In Sentence Management our focus is on strengthening the probation practitioner's relationship with people on probation, using the right key skills, activities and behaviours to achieve the most effective outcomes and enable offenders to make positive changes to their lives. This includes more consistent management and delivery of sentence plans, better assessment and management of risk and more balanced caseloads and an improved case allocation process to support this.

Our priority is to protect the public by the effective rehabilitation of offenders, by reducing the causes which contribute to offending and enabling offenders to turn their lives around.

Context

- The unification of the former Community Rehabilitation Services (CRCs) and the National Probation Service (NPS) took place at the end of June 2021. This created the London region of the Probation Service, which has statutory responsibility for over 35,000 offenders in the community and custody in the capital.
- For London, this was the start of building a new organisation, creating new teams for interventions, contract & community integration, and eighteen Probation Delivery Units (PDUs), (from a starting position of five CRC areas and twelve NPS delivery units)
- It brought together nearly 2600 staff and required existing practices to be reviewed before implementing new/shared operating models.
- HMIP announced their inspection of six of the PDUs 8 months after unification
- At the time of the inspections 12 out of 18 PDUs had severe staffing issues. i.e. they had 60% or less of their target staffing.
- The overall results were poor, but not unexpected due to staffing challenges post-unification. HFKCW and Ealing and Hillingdon were at less than 60% capacity, Lambeth and Lewisham and Bromley were at less than 70% and only BDH and Newham had over 80% of their staffing targets.
- For assurance purposes, there has been two HMPPS internal audits since HMIP; one for sentence management across all the PDUs and the other in relation to unpaid work. The sentence management audit demonstrates that while more work is required, progress is being made to improve sentence management from the baseline audit at unification. The unpaid work audit highlighted that the projects provided are of good quality and add value to the communities and give offenders purposeful work.

Key Strengths

A regional letter to the Probation Director was also published on 24th November 2022 which highlighted some key strengths:

- The strategic direction of the service is clearly set with an emphasis on developing a high-quality service.
- There are effective partnership arrangements and initiatives with a wide range of organisations across London, focused primarily on both the most dangerous offenders and some of the most difficult-to-reach individuals.
- There is a good overall analysis of the needs of people on probation. This is the basis for both the service delivery of the Commissioned Rehabilitative Services (CRS) and other co- and commissioned services
- Diversity and inclusion are particular strengths in London which are prioritised by and driven at every level. Overall, the profile of London's probation staff is 52 per cent identifying as black, Asian and minority ethnic. Five extra staff have been recruited to deliver the equality, diversity, inclusion and belonging strategy, which includes a range of initiatives. Included in these are work with staff, people on probation and managers to develop an understanding of feelings and perceptions of inclusivity and to develop effective means of responding to them.
- The delivery of Unpaid Work, Accredited Programmes and statutory victim contact is well managed

Recommendations

- improve the quality of work to assess, plan for, manage and review risk of harm
- ensure that the interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases
- improve the arrangements for information sharing to ensure that pre-sentence domestic abuse and safeguarding enquiries are completed and utilised to inform assessment, planning and risk management
- improve the effectiveness of quality assurance and management oversight of all casework
- ensure staff have the relevant training to use risk and safeguarding information, obtained from key stakeholders, to appropriately inform risk assessment and sentence plans for people on probation
- ensure staff with responsibility for case management oversight have the skills, knowledge and time to undertake the work effectively
- engage with people on probation to inform service delivery
- ensure priorities are clearly communicated and understood by probation practitioners and middle managers

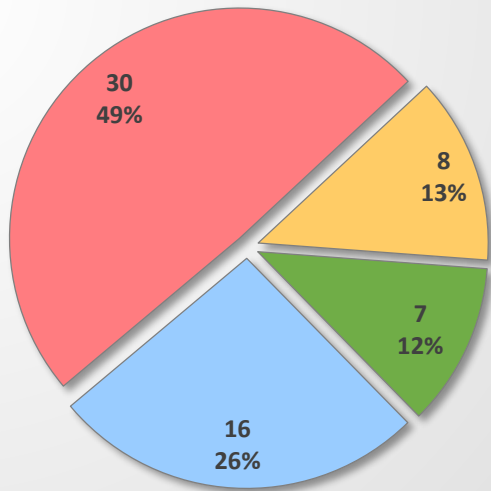
His Majesty's Prison and Probation Service should:

- consider incentives to improve recruitment and retention of staff
- improve the support provision to sites with under 60% staffing levels

Partnership Opportunity - Project ideas

There is a small pot of money available (£12k) for a partnership local project. I would like to open this up for any local services that we could contribute to and wondered if any of the partners had any thoughts/ideas. This would need to be of direct benefit for people on probation in Haringey. This could possibly be something already in existence that could be upscaled slightly or a one-off small project. Please could any ideas be forwarded to russell.symons@justice.gov.uk

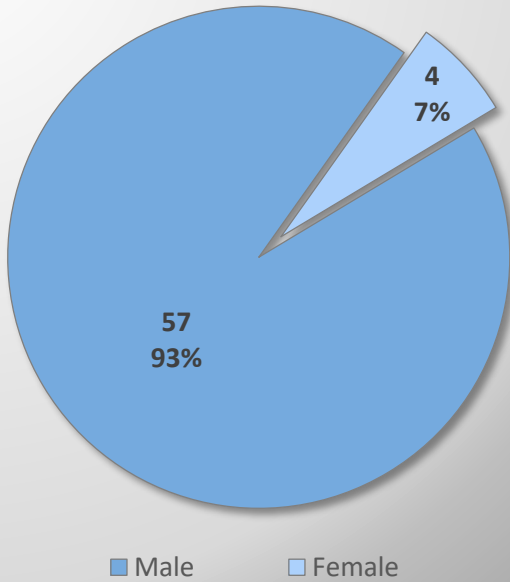
HARINGEY MONTHLY IOM DATA



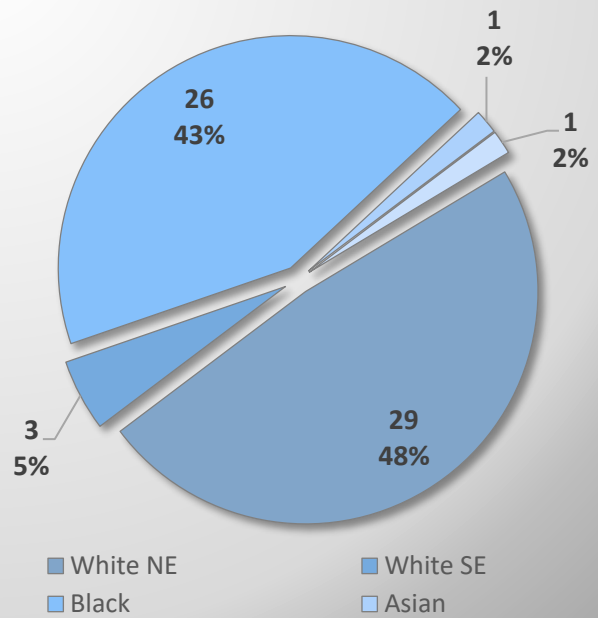
Total Number on Cohort: 61

Red (30)
Amber (8)
Green (7)
Blue (16)

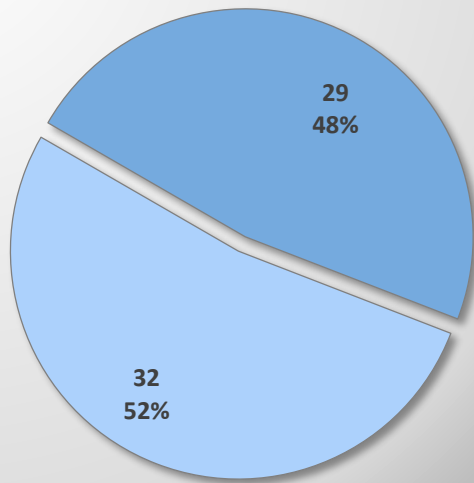
Breakdown by Gender



Breakdown by Ethnicity



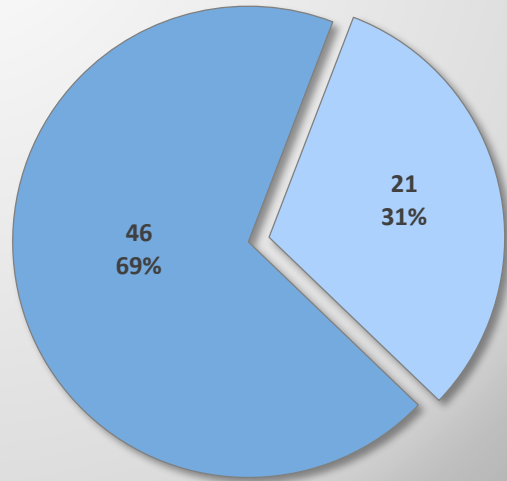
Breakdown by Drug Use



■ Drug dependent ■ Not Drug dependant

Total number in drug treatment

AWAITING DATA FROM BRUCE GROVE



■ In Drug Treatment ■ Not in drug treatment

IOM NOMINALS IN THE COMMUNITY

There are 23 RED IOM offenders in the community.

Of these, there are two (2) that are of No Fixed Abode (NFA), nine (9) currently housed outside Haringey.

The remaining are spread out across Haringey borough.

Haringey IOM Cohort by Ward		RED IOM offenders	
ALEXANDRA	1	ALEXANDRA	0
BOWES	1	BOWES	0
BRUCE CASTLE	1	BRUCE CASTLE	1
BRUCE GROVE	5	BRUCE GROVE	1
CROUCH END	1	CROUCH END	0
FORTIS GREEN	1	FORTIS GREEN	1
HARRINGAY	7	HARRINGAY	2
LEA BRIDGE	1	LEA BRIDGE	1
NFA	5	NFA	2
NOEL PARK	1	NOEL PARK	1
NORTHUMBERLAND PARK	5	NORTHUMBERLAND PARK	4
SEVEN SISTERS	3	SEVEN SISTERS	2
SOUTH TOTTENHAM	2	SOUTH TOTTENHAM	1
STROUD GREEN	3	STROUD GREEN	1
TOTTENHAM CENTRAL	2	TOTTENHAM CENTRAL	1
TOTTENHAM GREEN	4	TOTTENHAM GREEN	2
TOTTENHAM HALE	1	TOTTENHAM HALE	1
WEST GREEN	2	WEST GREEN	1
WHITE HART LANE	3	WHITE HART LANE	1
WOODSIDE	3	WOODSIDE	0

GPS TAGGING

GPS Knife Crime Tag: There are **5** in the borough of Haringey of which **0** are an IOM offender.

GPS Domestic Abuse Tag: There is **3** in the borough of Haringey of which **0** are an IOM offender.

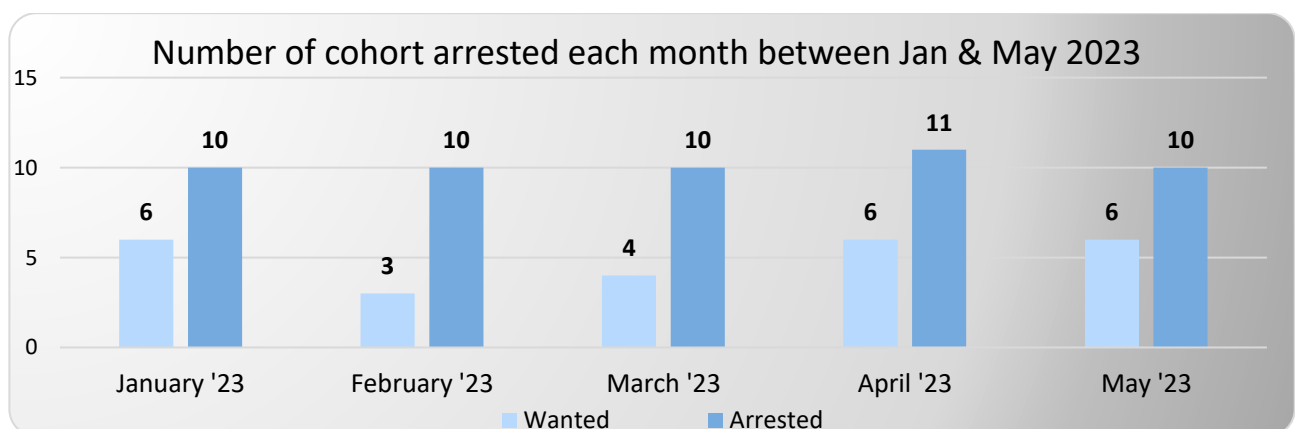
ARREST DATA

A total of 10 nominal's were arrested in May 2023.

Of those arrested, 4 were charged and remanded into custody, 2 were recalled to prison, and the rest varies from NFA to being bailed to return.

Number of repeat offenders: 0

Where they were arrested?	Where was the offence location?	Offence	Outcome
Haringey N8	Various	Assault on emergency worker Robbery Burglary - Non Dwelling x6 Theft - From Shop x2	Released Under Investigation
Haringey N8	Various	Warrant - Fail to Appear Assault - On Police Burglary - Non Dwelling x6 Theft - From Shop x3	RUI for Burglary x6 Charged and Detained for Court for the other offences
Finchley N2	Finchley N2	Breach court-imposed bail conditions	Charged and Detained for Court
Haringey N22	Haringey N22	Public Order Act -Sec 3 Possession of Offensive Weapon	CPS Refused to Charge
Rotherhithe SE16	Rotherhithe SE16	Assault - ABH	Bail to Police Station
Islington N19	Islington N19	Breach of Court Order Burglary - Non Dwelling	Charged and Detained for Court
Bethnal Green Police Station	N/A	Recall to Prison	Returned to Prison
Haringey N22	N/A	Recall to Prison	Returned to Prison
Haringey N15	Various	Burglary – Dwelling Burglary - Non Dwelling Theft - From Vehicle	Charged and Detained for Court
Haringey N8	Haringey N8	Theft	Released Under Investigation



Integrated Offender Management: Borough Comparisons

Period Cohort Represents

2023 Q1

Please select Borough

Borough One

All Boroughs

Borough Two

Haringey

Borough Three

Enfield

Borough Four

Barnet

Phase of cohort analysis (six months prior to 2023 Q1)

All Stages

Offences per Year	Before	47,380 (▲2.5%)	1,775 (▲2.6%)	1,583.1 (▲1.3%)	1,782 (▲2.0%)
	During	37,034 (▲2.7%)	1,280 (▲3.3%)	1,378.1 (▲2.3%)	1,243 (▲4.0%)
	After	16,686 (▲4.8%)	516 (▲1.2%)	586.9 (▼0.5%)	519 (▲5.8%)
Offences per Year per case	Before	6.4 (▼0.3%)	7.1 (▲0.2%)	6.9 (▲0.5%)	6.2 (▲0.3%)
	During	5.0 (▼0.1%)	5.1 (▲0.8%)	6.0 (▲1.4%)	4.3 (▲2.2%)
	After	3.1 (▲0.9%)	2.7 (▲1.2%)	3.6 (▼0.5%)	2.6 (▲1.5%)
Est. Cost of Crime per Year	Before	£161,818,695 (▲2.4%)	£6,225,630 (▲2.4%)	£5,121,325 (▲1.3%)	£5,923,273 (▲1.0%)
	During	£131,383,042 (▲2.4%)	£4,424,607 (▲4.3%)	£4,552,461 (▲2.2%)	£4,407,106 (▲2.6%)
	After	£63,937,385 (▲3.9%)	£2,152,103 (▲3.7%)	£2,332,305 (▼0.8%)	£1,763,843 (▲3.9%)
Est. Cost of Crime per Year per case	Before	£21,779 (▼0.3%)	£24,903 (0.0%)	£22,170 (▲0.4%)	£20,496 (▼0.8%)
	During	£17,683 (▼0.4%)	£17,698 (▲1.8%)	£19,708 (▲1.3%)	£15,250 (▲0.8%)
	After	£11,689 (0.0%)	£11,387 (▲3.7%)	£14,486 (▼0.8%)	£8,864 (▼0.3%)
Cost of Crime per Offence	Before	£3,415 (▼0.1%)	£3,508 (▼0.2%)	£3,235 (▼0.1%)	£3,324 (▼1.1%)
	During	£3,548 (▼0.3%)	£3,458 (▲1.0%)	£3,303 (0.0%)	£3,545 (▼1.4%)
	After	£3,832 (▼0.9%)	£4,169 (▲2.5%)	£3,974 (▼0.3%)	£3,395 (▼1.8%)
Days on IOM	During	901 (0 days)	1,120 (▼8 days)	965 (▲10 days)	864 (▲9 days)

All Stages

Phases	Before	During	After
Offences per Year per case	6.4 (▼0.3%)	5.0 (▼0.1%)	3.1 (▲0.9%)
Offences per Year	47,380 (▲2.5%)	37,034 (▲2.7%)	16,686 (▲4.8%)
Est. Cost of Crime per Year	£161,818,695 (▲2.4%)	£131,383,042 (▲2.4%)	£63,937,385 (▲3.9%)
Est. Cost of Crime per Year per IOM case	£21,779 (▼0.3%)	£17,683 (▼0.4%)	£11,689 (0.0%)
Cost of Crime per Offence	£3,415 (▼0.1%)	£3,548 (▼0.3%)	£3,832 (▼0.9%)
Days on IOM		901 (0 days)	

IOM Co-commissioning – Two Phased Approach

Phase 1 – Mental Health and User Engagement

MOPAC co-commissioned services continue to be rolled out across London boroughs, in line with a planned needs-based approach.

- The specialist mental health (MH) service, delivered by 'Together', is now established in a number of boroughs, with the aim of being fully pan London by end of October, pending recruitment (and completed vetting) of the final staff complement. The service is receiving a steady number of referrals and MH practitioners have been completing case formulations and consultations and attending IOM panels to give specialist advice.
- The User Engagement service, delivered by St Giles Trust, has been following a similar roll out plan, however, St Giles have encountered additional vetting issues, which are impacting on their ability to deliver. Additional contract management support is being offered to overcome these barriers.

Phase 2 – Neurodiversity and Community Mentoring services

In the past few weeks, two market engagement events have been held in conjunction with MOPAC to notify the market of the intention to launch the final phase of the IOM co-commissioned competitions.

- The neurodiversity service event was well attended with over 30 organisations showing interest in the delivery of the three pronged service provision. This competition, which is likely to launch in October, is looking to cover the screening of all IOM nominals, specialist support for those who opt in post screening as well a training element for the wider IOM practitioner group i.e. Probation, Police, and Community Safety colleagues with Local Authorities.
- The market engagement event for the mentoring provision was equally well attended and gave commissioners the ability to offer clarity on the service provision being sought which is a mix of practical support and pro-social modelling.