



# Introducing the London Community Rehabilitation Company

Changing lives for a safer London

February 2015

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## 1. Background

The Government has made significant changes to probation services in the past year. These are set out in the paper *Transforming Rehabilitation: A Strategy for Reform* available on the Ministry of Justice website.

### Reform Rationale

- Need to further reduce reoffending rates
- Investment and new ways of working are required to fund a rehabilitation requirement for all those sentenced to under 12 months' custody
- Create greater flexibility to do what works
- Provide greater diversity of providers
- Market forces drive right commercial behaviours if rewards are based on successful outcomes.

### Summary of Changes

Probation Trusts were dissolved on 31 May 2014 and the work previously delivered by London Probation Trust has now transferred to either the National Probation Service (London) or the London Community Rehabilitation Company.

### National Probation Service

A new National Probation Service (NPS) was launched on 1 June 2014 with the following responsibilities:

- Preparation of Court reports and parole reports
- Undertaking all initial assessments to determine which provider will manage a case
- Managing offenders who are MAPPA (Multi Agency Public Protection Arrangements) registered, pose a high risk of serious harm, or it is in the public interest to do so
- Victim liaison
- Managing Approved Premises
- Delivering Sex Offender Treatment Programmes
- Management of all breaches in Court and advising the Courts or Secretary of

- State on sanctions or recall to custody
- Consulting on changes in risk of harm.

In London, approximately 16,000 cases are managed by the National Probation Service.

### **Competition for other Probation Work**

All other probation business was subject to competition in the open market. The process of competing to deliver this work was managed by the Ministry of Justice Procurement team. England and Wales was divided into 21 contract package areas, with the work in these areas managed by Community Rehabilitation Companies.

Contracts for these companies were awarded to the successful bidders in December 2014. The contracts include payment by results incentives and obligations to work in partnership with the NPS in managing risk of serious harm.

In London, the contract was awarded to MTCnovo, a joint venture involving:

- MTC (Management Training Corporation) – A private company
- novo a consortium with a number of public, private and third sector shareholders including, but not limited to:
  - RISE – a probation staff community interest company
  - A Band of Brothers – a charity
  - The Manchester College – a public sector education provider
  - Thames Valley Partnership – a charity
  - Amey – a private company.

### **New Services**

The Government is introducing new services and arrangements as follows:

- New statutory rehabilitation extended to an estimated 45,000 offenders sentenced to less than 12 months' in custody every year. This provision

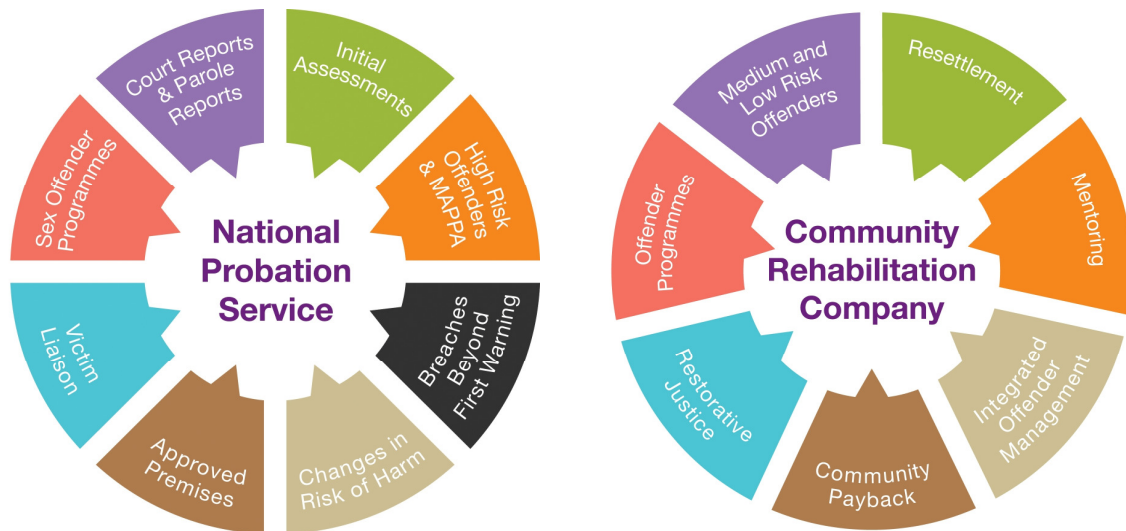
will take effect during 2015.

- Introduction of a 'through the prison gate' resettlement service, so that most offenders are given continuous support by one provider from custody into the community.
- Most prisoners will be held in a local prison for at least three months before their release to assist with resettlement.
- The Ministry of Justice and the Department of Health will work together to test the 'through the prison gate' service.

## **2. The London Community Rehabilitation Company**

The London Community Rehabilitation Company (CRC) was launched on 1 June 2014 (at the same time as the new National Probation Service). The CRC is responsible for:

- Managing the majority of offenders in the community, excluding those who are MAPPA registered
- Offending behaviour programmes excluding Sex Offender Treatment Programmes
- Support services including housing, education, training and employment
- Integrated Offender Management (a multi-agency approach to reducing reoffending by the offenders whose crimes cause the most damage and harm locally)
- Mentoring
- Restorative Justice
- Community Payback
- Senior Attendance Centres
- New 'through the gate' services.



Approximately 25,000 cases are managed by the London Community Rehabilitation Company.

The 'Offender Journey' attached at the end of this briefing shows how the arrangements will work in practice.

### 3. Partnership Arrangements

The new structure maintains co-terminosity with Police and Crime Commissioners (in London, the Mayor's Office for Policing and Crime) and local authority boundaries, without disrupting partnerships established within previous Probation Trust boundaries.

The new providers will be governed by key requirements, including sharing information with partners.

Both the National Probation Service (London) and London Community Rehabilitation Company are fully committed to supporting Adult Reoffending Strategies at borough and a London-wide level. Both will contribute to inter-agency work, including Integrated Offender Management, Community Safety Partnerships, Multi-Agency Risk Assessment Conferences, Multi-Agency Safeguarding Hubs and Safeguarding Boards. Both NPS and CRC Assistant Chief Officers will continue to attend relevant partnership meetings.

## **Public Sector and other Providers Working Together to Manage Risk**

Both the NPS and the new contracted probation service providers will have responsibilities for day-to-day management of the risk of harm to the public in relation to the offenders on their respective caseloads.

The new providers have a contractual responsibility to refer cases to the NPS when there has been a significant change in circumstances resulting in an assessed increase in the risk of serious harm.

If it wishes to do so, the NPS can specify a number of triggers at the initial risk assessment and allocation stage which would constitute a significant change in circumstances, and which would – should they occur – require a further joint risk assessment between the contracted provider and the NPS.

For those cases which are finely balanced between the medium and high risk of serious harm categories, the NPS in collaboration with the contracted provider will be able to carry out renewed risk assessments at given times.

In instances where the NPS receives intelligence (e.g. from the police) that suggests an offender's risk of serious harm may have escalated to high, it can in co-operation with the contracted provider, undertake an immediate reassessment of the risk the offender poses.

Where a case escalates to a high risk of serious harm during the course of the Community Order, Suspended Sentence Order or licence, it will become the responsibility of the NPS, which will then decide how the case is handled in future. The NPS will have the option of delivering interventions for the offender. It will also have the option of agreeing with the contracted provider that it will continue to provide interventions (such as mentoring and Community Payback) in order to minimise disruption in day-to-day contact with the offender.

Under these arrangements, the contracted provider's flexibility to determine what services are delivered, and how, would cease. Instead, the NPS will contract delivery of certain services from contracted providers on a fee-for-service basis and will direct service delivery through a new risk management plan which the providers will be obliged to follow.

## **Breach and Recall**

The NPS manages the Court process for all potential breaches, and will advise the Courts or Secretary of State on sanctions or recall to custody.

## **Commissioning Structure**

The Ministry of Justice (MoJ) and/or the National Offender Management Service (NOMS) is responsible for commissioning rehabilitation services and will contract manage the new providers.

Probation service Local Delivery Units (both NPS and the new contracted providers) will support the gathering of intelligence on needs and priorities at a local level, including from key partners (e.g. local authority needs assessments) to feed into the MoJ/NOMS commissioning process.

## **Data**

The MoJ will improve the evidence base in relation to reducing reoffending. A summary of current research will be published on what works to reduce reoffending.

A Justice Data Lab has been set up to enable all organisations working with offenders to access central reoffending data so they can better understand the impact of their work.

## **Joining up Government Spending on Offenders**

Where services are co-commissioned together with MoJ/NOMS, joint mechanisms will be developed to oversee delivery with other partners.

All providers will be required to hold a core minimum data set for the cohort of individuals in their geographic area. This will then be made available to other relevant commissioners to enable them to target provision against need.

A competition will be developed for the next round of European Social Funding (ESF). The ESF funding will be targeted at the hardest to reach groups and will be competed so that it is complementary to the work of the new providers and the Work Programme.



The MoJ and the Department of Health will develop and test a comprehensive 'end-to-end' approach to tackling addiction from custody into the community in a number of the prisons that will become designated 'resettlement prisons' in the new system.

## **Effective Governance**

Contracted providers and the NPS will be expected to adhere to a set of national minimum standards and providers must have internal quality assurance processes.

There will continue to be an independent Inspectorate of Probation with the same statutory remit as now. The Inspectorate will be expected to inspect the system as a whole, covering both the public sector probation service and the contracted providers, while minimising bureaucratic burdens, and to liaise with HM Inspector of Prisons in relation to pre-release provision.

## **4. Message from Nick Smart, Chief Executive, London Community Rehabilitation Company**



The London Community Rehabilitation Company (CRC) is a new organisation, and with that comes new ways of working. We will retain the core skills of Probation staff but seek to deploy them in innovative ways.

The CRC supervises Community Orders and licences for all offenders assessed by the National Probation Service (NPS) as not presenting the highest risk of imminent harm. This equates to around 70% of offenders under probation supervision in the capital. The CRC continues to assess and monitor risk, and will be responsible for initiating breach action as well as the majority of recalls to prison.

The CRC is responsible for initiating the risk escalation process:

- When an offender's circumstances have changed significantly
- Or their behaviour results in them being assessed as presenting an increased and imminent risk of harm to the public.

Based on information provided, the NPS will decide on the most appropriate course of action: whether the case is retained by the CRC or transferred to the NPS for management. It goes without saying that clear, regular communications between the CRC and NPS will be essential to ensure that probation in London delivers a seamless and high quality service.

The CRC and the MTCnovo partners will deliver the full range of community sentences and interventions previously provided by London Probation Trust. We will also develop new services to address the offending related needs of service users managed by both the CRC and NPS.

In the CRC, our staff have a wealth of experience of developing sentencing interventions. Ultimately, I hope to build on this to explore and implement new and innovative ways of working with offenders to reduce reoffending.

## 5. More Information

[www.londoncrc.org.uk](http://www.londoncrc.org.uk)

[www.mtcnovo.co.uk](http://www.mtcnovo.co.uk)

[www.justice.gov.uk/transforming-rehabilitation](http://www.justice.gov.uk/transforming-rehabilitation)



Follow us on Twitter: **@LonCRCProbation**

## Our Local Delivery Units/Clusters



## The Offender Journey

