

## **LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD**

**14<sup>TH</sup> JUNE 2019**

### **LSCSB UPDATE: NATIONAL PROBATION SERVICE** **LEICESTERSHIRE**

#### **Background**

1. The National Probation Service (NPS) are part of Her Majesty's Prison and Probation Service (HMPPS), an executive agency of the Ministry of Justice (MoJ). The NPS are responsible for the statutory supervision of offenders managed under Multi-Agency Public Protection Arrangements (MAPPA)<sup>1</sup>, other offenders assessed as posing a high or very high risk of serious harm, foreign national prisoners subject to deportation orders along with any cases of notoriety.
2. Board members will be aware that the NPS is organised into divisions across England and Wales with Leicester, Leicestershire and Rutland (LLR) being part of a Midlands Division comprising Birmingham, Black Country, Coventry, Solihull, Warwickshire, Derby and Derbyshire, Nottingham and Nottinghamshire, Staffordshire, Stoke and West Mercia.
3. The purpose of this report is to update the Board on developments within the service since the last 18 months.

#### **Notable developments and challenges**

4. There are three key areas of work to update the Board on: the NPS full inspection results; the progression on the Offender Management in Custody national programme, and some of the key local partnerships that the NPS have been particularly involved with.
5. All NPS areas have now undergone full inspection by Her Majesty's Inspectorate of Probation (HMIP). I am pleased to report that of all the areas inspected, Midlands NPS ranked the highest overall; table of results is attached at Appendix A. The inspection report awarded NPS Midlands an overall good rating with case supervision assessment, with planning and court work rated as outstanding. The report highlights the clear vision and strategy underpinning

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<sup>1</sup> MAPPA stands for Multi-Agency Public Protection Arrangements. It is the process through which the Police, Probation and Prison Services work together with other agencies to manage the risks posed by violent and sexual offenders living in the community in order to protect the public

the management of the Division, and the effective case supervision that is taking place. I am particularly pleased that case supervision assessment and case supervision planning, and court work, were rated “Outstanding”. These outcomes have been achieved in challenging circumstances, with the lack of staff in some roles impacting on workloads for many operational staff.

6. Since receiving the full inspection report in December 2018, we have also been working through an improvement action plan concentrating on the following areas:
  - **Prioritising Recruitment** to address staff shortages. The position in the Midlands Division overall remains challenging but I am pleased to report that in LLR we are now far closer to our target staffing. This means that Offender Managers’ caseloads, whilst still challenging due to the nature and complexity of the cases, are closer to the expected numbers.
  - **Facilities management:** Work focuses on contributing to the national priority to improve the maintenance and safety of our facilities. Board members may be aware that some of the sites that NPS staff work from locally are not ideal. Some funding has now been secured to improve some of our offices but realistically there will need to be ongoing work to improve our estates.
  - **Risk management** - Work on risk management and sentence planning to improve consistency in the quality of our work with offenders is a further priority. Key highlights are
    - An easily auditable process has been introduced to ensure that all cases are now screened to determine whether they need to be escalated to higher level of MAPPA management;
    - As part of a cycle of continuous improvement audit and follow up activity will monitor the quality of offender’s specific sentence plans;
    - Cases on life licence in the community now undergo a new formalised review process which includes scrutiny of the cases by senior managers.
7. Offender Management in Custody (OMIC) is a key focus for HMPPS. The aim of this national programme is to make prisons safer, to develop more rehabilitative prisons and to deliver supportive environment for both prisoners and staff. Locally, for the NPS, the impact is that our community teams currently hold a case management function for all cases in custody who have a home address in LLR. Under the new arrangements approximately 350 of our long-term custody cases, which are not approaching release, will be transferred into expanded prison offender management teams by September 2019. To support the new work, prisons have a Senior Probation Officer, an increased allocation of qualified Probation officers, and a new group of prison officer key workers.
8. In addition to the nationally-driven work, LLR NPS have continued to work closely with local partners. One of the most significant and successful changes for us this year has been to combine the old LLR Reducing Reoffending Board with the MAPPA Strategic Management Board to create a new Board, the Strategic Offender Management and MAPPA Board (SOMMB) which is aligned

under the governance of the Strategic Partnership Board. The aims of the SOMMB are to:

- Address the causes of and partnership response to re-offending;
- Provide oversight of the effectiveness of the MAPPA arrangements in LLR in accordance with MAPPA guidance;
- Deliver against an Annual Plan;
- Identify gaps in services and make recommendations to inform deployment of resources and local commissioning;
- Identify innovative, collaborative and transformational ways of working across agencies/ partners to deliver services for managing offenders;
- Promote our own success and learn from others;
- To monitor performance in delivering a reduction in re-offending and harm;
- Provide a partnership link to the following:
  - Safeguarding Children's Boards
  - Safeguarding Adults' Boards;
  - East Midlands Criminal Justice Board.
  - Health and Wellbeing Board

9. Notable achievements at this stage are:

- The design and ongoing implementation of an innovative partnership approach to tackling serious organised crime;
- Development of a multi-agency performance report which will detail demand on agencies, offending related need, and where possible outcomes. The Board will be aware of the challenges of collating data across agencies but we are committed to delivering the best information we can with the resources available and are grateful to the OPPC for supporting us in this work;
- Development of a multi-agency shared learning approach to serious further offences; this supplements existing single agency and joint agency processes;
- Collaboration with partners, to scope the unmet need in relation to accommodation and mental health for offenders subject to Integrated Offender management (IOM)<sup>2</sup>.

### **Coming Year**

10. Board members will be aware that David Gauke, Justice Secretary, has recently announced plans for the future of Probation services in England and Wales – bringing all offender management under the National Probation Service (NPS) while retaining the best of the private and voluntary sectors to

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<sup>2</sup> Integrated Offender Management (IOM) is an overarching framework for management of that allows local partner agencies to come together to ensure that offenders whose crimes cause the most damage and harm locally are managed in a co-ordinated way. IOM cohort offenders typically present the highest risk of reoffending and therefore require an enhanced response to risk management and rehabilitation by partner agencies.

support resettlement and rehabilitation. The new model aims to improve the stability and quality of local Probation services:

- The National Probation Service will take over responsibility for all offender management, leading to the supervision of over 250,000 low, medium and high-risk offenders every year being delivered by trained NPS professionals. In LLR we anticipate that this will increase the NPS caseload from 1800 to approximately 4500 offenders when the caseload reductions from OMIC are taken into account.
  - The re-joining of offender management will mean significant changes to our staffing and structures. There will be an increase to 10 new Probation areas in England with existing arrangements remaining unchanged in Wales. Significantly the Midlands division will be split into East and West; the East division will comprise Leicester, Leicestershire and Rutland, Nottingham and Nottinghamshire, Derby and Derbyshire and Lincoln and Lincolnshire. All boundaries will be coterminous with PPC boundaries.
  - In England each area will be overseen by a new dedicated regional director who will provide strategic leadership and be responsible for the overall delivery and commissioning of Probation services. The regional directors, along with the NPS Director in Wales, will work closely to ensure an effective, unified approach from pre-sentence stage in court through to management in the community.
  - There will be a significant and more clearly defined role for the voluntary and private sector in the delivery of unpaid work, accredited programmes, and resettlement and rehabilitative interventions. The intention is to see an increase in innovation through this approach which will provide up to £280m a year for Probation interventions from the private and voluntary sectors.
11. When Parliamentary time allows, an independent statutory register for Probation professionals will be created; this will provide Probation officers with the same professional standards as doctors and lawyers, ensuring that Probation staff feel respected and empowered.
12. From a personal point of view, I very much welcome the direction of change but do not underestimate the impact of a further far reaching change programme on staff across the whole Probation service. Managing this change well will be a top priority. As yet there is no detailed published timetable but it is anticipated that the end point of cases and staff being transferred into the NPS will be achieved by spring 2021.

### **Key issues for partnership working or affecting partners**

13. The last report written for the Board in November 2017 highlighted some challenges with resourcing Partnership Board attendance at pre-2014 levels; this followed a reduction in manager numbers at all grades. I am pleased to report that whilst NPS representatives are not able to go to every meeting or Board across the relevant partnerships, we have been able to put in place arrangements that enables us to make stronger ongoing contributions to

partnerships, this includes engagement in the people zones work in both Loughborough and Coalville.

### **Issue to bring to the Board's attention**

14. This is not an NPS issue but it is one which I anticipate Board members will be keen to know about. I have very recently been contacted by a stakeholder engagement lead for the MoJ who wants to make links with local stakeholders to discuss the new prison at the site of the former HMP/YOI Glen Parva. My understanding from our initial discussion is that the build costs will be met from public funds but it is probable that the prison will be privately run. The project is still at an early stage as the contracts for the building work have not yet been awarded. I know little more than this at the present time but have made a suggestion that MoJ leads are initially linked into partners through the SPB or SPB executive as there are a number of LLR wide agencies who will have an interest in this major development. I do however appreciate that this Board will have particular interest in this project and would be happy to request a specific presentation is arranged at an appropriate point if that would be helpful.
15. If the Board identify any specific partnership groups where the NPS are felt to be missing please notify Michael Hopkinson (details below).
16. If the Board would like a presentation and opportunity to discuss the new build prison with the MoJ leads outside of the SPB arrangements please notify Carolyn Maclean (details below).

### **Recommendations for the Board**

17. The Board are asked to note the contents of the report.

### **Officers to contact**

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