

Community



The Ministry of Justice has successfully restructured the probation landscape, but there is more to do to stabilise and improve the performance of Community Rehabilitation Companies (CRCs) and the National Probation Service (NPS).

National Offender Management Service's (NOMS's) oversight of CRCs is robust but significantly lower levels of business, if translated into reduced income, would affect some CRCs' ability to transform.

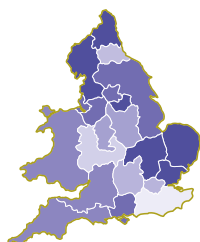
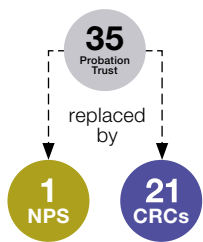
The NPS is not yet operating as a truly national, sustainable service.

Read report

Transforming Rehabilitation

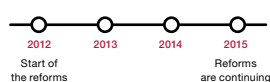
HC 951 SESSION 2016-17 28 APRIL 2016

## New arrangements for offender supervision



Extending offender supervision eventually to an estimated additional 45,000 offenders.

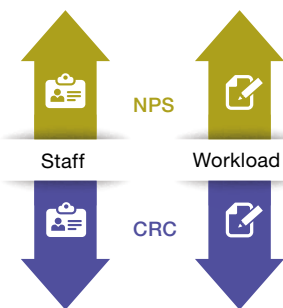
Reorganising prisons to give more offender support 'Through the Gate' into the community from 1 May 2015.



For the full timeline of the reforms, see Figure 3 of the report.

## Long standing operational challenges still exist

### Staffing and workload pressures



### Low morale in NPS and CRC staff in the four areas we visited

Furthermore, in 2015, 9% of NPS staff stated when changes are made they are usually for the better. This is an improvement from 2014.



Legacy of severely inefficient ICT being replaced in CRCs but continued, with planned improvements, in NPS.

### User perspectives

77% have not noticed any overall service changes, but...

42% think housing support has got worse.

31% are repeating the same information to different people.

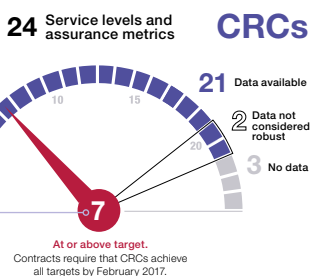
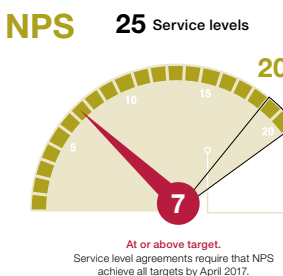
Read User Voice report

## Performance remains unclear

There are limitations in data quality and availability.

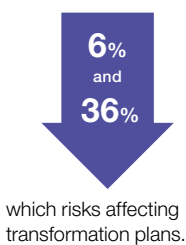
Data on impact of the new arrangements on reoffending rates not available until late 2017.

Impact of reforms for short-term prisoners and 'Through the Gate'.



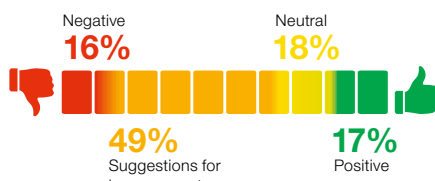
## There are risks to successful transformation

### CRCs volume reduction estimated between



which risks affecting transformation plans.

### NPS staff views about organisation reform programme



Improvement needed for truly national service.

### Payment by results represents around 10% of total predicted payments to CRCs...



which limits the incentives to focus on what reduces offending.

## Recommendations

- The Infrastructure and Projects Authority should ensure that its guidance to departments outsourcing complex transformed services considers how to mitigate or reduce risk and uncertainty from concurrent changes, including through different phasing.
- NOMS should combine its ongoing analysis of the CRC supply chain, with feedback from voluntary organisations, to identify and address gaps in provision in consultation with CRCs.
- NOMS needs deeper understanding of the financial and service viability of CRCs. It should focus its analysis on CRCs' capacity to sustain their transformation and service delivery plans.
- The NPS should expand its change programme.
- NOMS should map out the trajectory of its investment in contract management and how that will impact its CRC contract assurance functions.
- The Ministry should, as a matter of urgency, ensure data is available to support the contract and performance management of CRCs and the NPS.
- The Ministry should regularly review the composition of the fee for services to ensure that it incorporates and incentivises innovative approaches to reducing reoffending.

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