

PROBATION matters

**Humberside
Lincolnshire
& North Yorkshire**
Community Rehabilitation Company



An Interserve-led company

Summer 2016
Edition 1

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Who we are...what we do

The rehabilitation of offenders across England and Wales is now managed and delivered by 21 regional community rehabilitation companies (CRCs) and the National Probation Service (NPS).

CRCs and the NPS work collaboratively to drive down reoffending rates across England and Wales - but the focus of each and the types of cases they manage differs.

Our role in the CRCs is to work with low to medium risk offenders to cut crime and protect the public. We work alongside the National Probation Service, who manages offenders who have been assessed as presenting high risk of harm to others. The NPS has overall responsibility for court work.

CRCs operates on a payment by results model. As a result, during the course of the contract, the fee for service from the Ministry of Justice (MoJ) will reduce. Payment by Results are directly linked to a CRCs performance achieved in reducing reoffending.

Geographical areas of the 21 community rehabilitation companies



About us

Humberside, Lincolnshire and North Yorkshire Community Rehabilitation Company (HLNY CRC), is one of the 21 community rehabilitation companies across England and Wales.

We were formerly three former probation trusts - Humberside Probation Trust, Lincolnshire Probation Trust and York and North Yorkshire Probation Trust; on 1 February 2015 our ownership transferred to Purple Futures.

Purple Futures is a partnership led by Interserve, together with the charities Shelter, P3 and the social enterprise, 3SC.

Purple Futures provides probation and rehabilitation services on behalf of the Ministry of Justice (MoJ) in five areas of the UK - Cheshire & Greater Manchester; Hampshire & the Isle of Wight; Humberside, Lincolnshire & North Yorkshire; Merseyside; and West Yorkshire.

Collectively these five CRCs form around 25% of the total national service and they supervise over

36,000 low to medium risk offenders each year.

Purple Futures does not have a day to day role in the CRC; that is down to the Chief Executive and team - working with Interserve to build the reformed service together.

HLNY CRC covers a large geographical area of around 7,500 square miles and manages around 5,250 offenders at any one time. We currently employ nearly 250 staff across Humberside, Lincolnshire and North Yorkshire.

Our skilled and experienced staff work directly with service users to:

- Tackle the causes of their offending behaviour;
- Enable them to turn their lives around through supervision and interventions; and
- Rehabilitate them back into the community.

The CRC is responsible for offenders sentenced to unpaid work - commonly known as Community Payback.

Meet the Chief Executive: Martin Davies

Martin was appointed as the Chief Executive Officer and chair of the Board for the Humberside, Lincolnshire and North Yorkshire Community Rehabilitation Company Limited (HLNY CRC) on 1 June 2014.

He is responsible for senior management oversight and ensuring that the CRC achieves its strategic priorities and contract targets in order to reducing reoffending.

Prior to this appointment, Martin was the Chief Executive of Lincolnshire Probation Trust, a post he had held since January 2012. In a career dating back to 2003, he has held various positions in probation, including Assistant Chief Officer in Avon and Somerset Probation Trust, where he was a local delivery unit leader specialising in approved premises, interventions and social Enterprises.

In February 2016, Martin also assumed the responsibility of

becoming the Chief Executive Officer of West Yorkshire CRC. Under Martin's leadership, the senior management teams from both companies work closely together to ensure a co-ordinated approach to providing best value and developing quality services and products designed to reduce reoffending.

Martin graduated from the University of Cambridge with a masters degree in Applied Criminology. He also holds a degree in Criminology and Politics and a postgraduate diploma in Management from the Chartered Institute of Management.



Martin Davies
Chief Executive

Annual Delivery Plan 2016

Our Annual Delivery Plan outlines the key priorities that will be delivered by the CRC in this year.

Priority 1: Deliver high quality services that meet the needs of our service users, our communities and other stakeholders achieving contractual performance and reducing reoffending.

Priority 2: Fully implement and embed the new Organisational Structure and Estates strategy to enable an excellent, agile, mobile and flexible workforce on which to build our service delivery offer.

Priority 3: Build our reputation as a market leader in rehabilitation, delivering value for money and ensuring our service is excellent, relevant, sustainable and innovative.

Priority 4: Embed our core values of Everyone Has A Voice, Taking Pride In What We Do, Bring Better To Life, Do The Right Thing, in all we do in order to achieve positive outcomes for all.

Priority 5: Have a positive impact by making a long-term contribution to communities beyond our contractual commitment.

Priority 6: To be a local leader in developing supply chain, partner and stakeholder networks that build on desistence and improve organisational and sector resilience.



Our values

Probation Award finalist

HLNY case manager, Shaun Anderson, is a finalist in this year's National Probation Awards.

The prestigious award scheme is run by the National Offender Management Service (NOMS) and recognises outstanding achievements made by staff working in the National Probation Service and the 21 community rehabilitation companies (CRC) across England and Wales.

Over the years Shaun has worked creatively with partners to meet the needs of offenders with complex needs; and specifically those who are immersed in the rough sleeping culture trying to ensure that they are not discriminated against.

Shaun said; "Where possible, my approach has always been to work directly in the communities we serve. Instead of offenders coming to me, I choose to work with them in their community. By doing so I get to know their family and friends and better understand their support networks.

"Instead of focusing on the negatives, I am passionate about using a strengths based approach to help offenders find purpose - and to take responsibility to develop and change for themselves."

This year, the awards will take place on 5 July, in Cheshire.



83,000 hours of unpaid work have been completed so far during 2016 in HLNY CRC

Bring Better to Life 2016 conference



In late Spring, the CRC held a stakeholder conference at KC Stadium Hull. The conference, the first of its kind for HLNY CRC, was attended by 122 people and 55 different organisations.

During the day we provided details on our progress since the CRC became part of Purple Futures. The event gave stakeholders an opportunity to learn about our new service delivery model from the Director of Rehabilitation and Professional Practice, Interserve Justice and to hear from Purple Futures' partners, including P3, 3SC and Shelter.

Over 95% of stakeholders agreed that the event was interesting and informative. The feedback indicates that stakeholders like our new Interchange model and that it **"shows a real positive attitude towards service users and the shift in thinking regarding delivery."**

In the event evaluation, we are delighted that the CRC's strongest areas, as identified by stakeholders, were:

- The CRC demonstrates integrity
- The CRC is a well trusted partner
- The CRC has a collaborative working relationship with our organisation.

Offender Quality of Engagement survey

HLNY's latest Quality of Engagement survey with offenders has delivered exceptional results - placing the CRC 5th in the country overall. The survey, completed between May-June 2016, exceeded its target response rate by achieving 494 completed surveys. The overall positive response rate was over 84.4%, meaning the CRC is performing well above its contractual target rate of 75%.

Performance information

The latest quarterly release of performance management information for the NPS and CRCs was released on 28 April. The next release will be Thursday 28 July. Visit: www.gov.uk/government/statistics/community-performance-quarterly-management-information-update-to-December-2015

Over **98%** of our offenders have a face to face appointment within 5 business days following referral from the NPS



96% of our offenders have a Sentence Plan in place within 10 business days from the first appointment attended

Changes to reoffending statistics

From 30 July 2015 to 30 October 2015, the Ministry of Justice ran a consultation on changes to the proven reoffending statistical publication. The key change proposed was to align the existing reoffending measure with those measures necessary for assessing progress against the rehabilitation reforms.

Details of the post consultation include:

- Proven reoffending measures will be published using the proposed 3 month cohorts
- The new publication will contain a chapter on CRC Payment by Results and NPS division proven reoffending performance measure
- From October 2016 interim Payment by Results will be provided

The existing adult and juvenile reoffending statistics will continue in their current form until the reoffending outcomes for the first Payment by Results cohort become available in October 2017.

For more information visit: www.gov.uk/government/consultations

Service Level review

One year into the operation of the new CRC contracts, NOMS is undertaking, in accordance with the contract, a review of the performance measures and the service credits.

The review will include both service levels and assurance metrics, as well as service credits.

As part of the review CRCs have been asked to give their views on each of the performance measures and give suggestions on how they could be improved to ensure they encourage good practice.

The review is due to be completed by November 2016.

A new way of working: Interchange model

The CRC is going through an exciting evolution as it looks at new ways to deliver probation services. Fundamental to this is the phased implementation of a new operating model 'Interchange'.

The model is based on Purple Futures 'Theory of Change'. It is evidence based and extensively researched, evaluated and was ultimately approved by the Ministry of Justice on their evaluation and subsequent award of contract.

The fundamental building blocks of the model are::

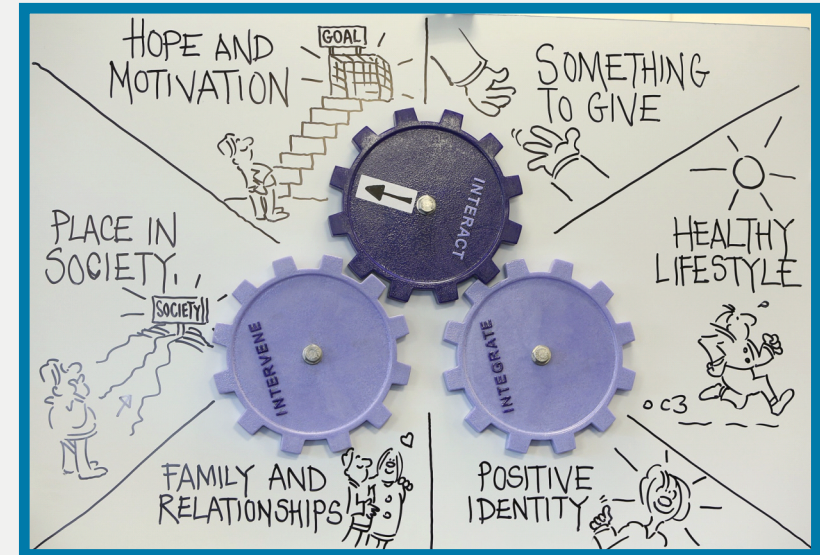
- Desistance
- Good Lives model
- Personalisation

The approach within the Interchange model is a strengths based approach, enabling positive changes in behaviour and delivering practical factors associated with long term desistance, particularly community reintegration. Service user engagement and co-design of their plan is integral to success.

The model has three core activities 'Interact', 'Intervene' and 'Integrate'.

Interact	Assessment and sentence planning, evaluation
Intervene	Interventions which support change and deliver the sentence
Integrate	Activities designed to engage service users with their community and access resources

The new model is driving the way in which the CRC transforms service and culture in order to put service users at the heart of our work.



The Interchange model - high level outcomes

The Interchange model has six core mandatory modules, which are being phased in during 2016.

The modules are designed to engage service users, develop hope and motivation, as well as provide interventions or access to services which really make a difference.

- | | |
|--|--|
| 1: Induction <ul style="list-style-type: none">• Introduction to the core concepts of Interchange | 4: Networking <ul style="list-style-type: none">• Building networks of support for change |
| 2: Assessment <ul style="list-style-type: none">• Identify change enablers | 5: Review <ul style="list-style-type: none">• What's been achieved, what's still to do? |
| 3: Planning & Risks <ul style="list-style-type: none">• Goals, planning & risk including Through The Gate | 6: Exit <ul style="list-style-type: none">• Evaluating and planning long term future |

Introducing flex teams

As part of the new Interchange model, CRC staff work in 'flex teams'.

The flex model is designed to support staff to deliver a range of services in a structure that encourages shared learning across different areas of expertise. Staff within a flex team are multi skilled and case managers deliver both case management and group work.

Probation services officers and probation officers are now known as 'case managers' and 'senior case managers' respectively. The number of case managers and senior case managers within a flex team is determined by the volume of cases and the kind of sentences that they deliver.

The distribution of cases to either case managers and senior case managers is determined by a range of factors, including risk of reoffending and risk of serious harm scores.

Senior case managers manage the higher risk/complexity cases which can include a higher risk domestic abuse, child protection, serious and organised crime etc.

The model does not mean that all team members have to physically be in the same place and co-location arrangements with partners and stakeholders remain an important part of the model. The CRCs new Estates strategy will be covered in more detail in the next edition of probation matters.

Later this year, flex teams will optimise the talents of volunteers and mentors from the community, together with the service users who have demonstrated their desire to live crime-free lives and wish to make the most of the opportunities we can offer towards a career path, by becoming volunteers and mentors.

Professional Service Centres

Professional Service Centres will provide service delivery administration and back office support for all five Purple Futures CRCs.

The new centres will allow all core support services to be fully aligned and integrated with all operational and commercial objectives to:

- Make the most of future technology
- Provide high quality support
- Reduce costs
- Provide operational and staffing resilience

The confirmed locations for the PSCs are Liverpool, Wakefield and Fareham.

It is anticipated that the PSCs will be operating from Autumn onwards, although 'go live dates' for different elements of the PSC functionality may be staggered.



The purpose of PSCs is to provide:

- administrative support leveraging off new technology to assist operational staff within the CRCs;
- a consistent approach with standardised procedures to allow for increased resilience; and
- an efficient, modern, professional operation that delivers a quality standardised service to all five CRCs.



Spotlight on...3SC

Who is 3SC?

They are a professional services social enterprise that acts as an enabler for the third sector.

What do they do?

They win and manage public services contracts on behalf of third sector organisations. Using a consortium model, they manage the bidding process and build supply chains of local organisations, allowing smaller third sector providers to compete for, and deliver large public service contracts.

What is their role in Purple Futures?

Their role is to work in collaboration with the CRCs to build the supply chain, contract manage and manage performance of those third sector partners delivering offending facing rehabilitative services. This ensures that offenders have access to appropriate and high quality services as and when they need them.

3SC also maintain the Directory of Services for each CRC. This contains a searchable database of all services, organised by geography (CRC and local authority area), service type and sector (public, private, third sector).

How does this help deliver a transformed service?

The 3SC vision is one of a fully-integrated local justice system with the new CRC at its heart and voluntary, community and social enterprise (VCSE) organisations playing a major role.

Local VCSE service solutions will be integrated with the mainstream services delivered through the CRC. Services will include employment, housing and other resettlement services, and a focus on proactive collaboration with mainstream NHS, social care, and police services.

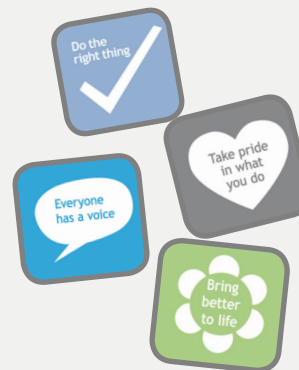
Purple Futures partners

Purple Futures is a partnership led by Interserve, together with the charities Shelter and P3, and the social enterprise 3SC. The CRC has the benefit of working with these providers.

Shelter	Deliver resettlement services
P3	Provides supervision and mentoring services to the most chaotic and complex offenders
3SC	Accessing services through the development of a directory of services, informing commissioning decisions, building confidence in 3rd sector supply chain

Networking events

The CRC will be hosting a number of local, informal networking events in the early autumn. This will be an opportunity to meet our staff and find out more about the work we do. Please watch out for more information in the next edition of Probation matters.



Contact

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or follow us on twitter at @HLNYprobation @HLNYPayback