



**To:** Business Co-ordination Board

**From:** Chief Executive

**Date:** 25 February 2015

## **TRANSFORMING REHABILITATION – EASTERN REGION’S COMMUNITY REHABILITATION COMPANY**

### **1. Purpose**

- 1.1 The Ministry of Justice formed 21 Contract Package Areas in which newly formed Community Rehabilitation Companies (CRC) will operate. Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire, the ('BeNCH') area, is arguably one of the most complex, crossing multiple counties, forces and Police and Crime Commissioners boundaries. This requires new collaborations and alliances to be formed.
- 1.2 Sodexo Justice in partnership with NACRO (Sodexo NACRO) has been identified as the preferred provider for Eastern Region’s (BeNCH, Norfolk, Suffolk and Essex) three new CRCs.
- 1.3 In preparing for the arrival new CRC provider, the BeNCH Commissioners, working with the respective Chief Constables, have developed a reducing re-offending strategy. This report recommends that when reviewing the Cambridgeshire Police and Crime Plan (“the Plan”) the content of this strategy is taken into consideration.

### **2. Recommendation**

- 2.1 This report recommends that when reviewing the Plan the content of this strategy is taken into consideration.

### **3. Background**

- 3.1 In May 2013, the Ministry of Justice published 'Transforming Rehabilitation – A Strategy for Reform' describing their plans for transforming the way in which rehabilitation services are delivered.
- 3.2 Transforming Rehabilitation sets out the way offenders are to be managed in the community in the future the aim being to bring down reoffending rates while continuing to protect the public. The Ministry of Justice formed 21 Contract Package Areas in which the newly formed CRC would operate, with three operating in Eastern Region.
- 3.3 In November 2014 it was announced that Sodexo NACRO would be the preferred provider for all CRCs in the Eastern Region. Section 3 below sets out the work which has been undertaken by the BeNCH Police and Crime Commissioners to maximise the opportunities afforded by Transforming Rehabilitation and also mitigate the risk posed by the complexity of their package area.

### **4. Preparation for BeNCH CRC**

- 4.1 It is estimated by the Ministry of Justice that over half the services that are key to rehabilitation including accommodation, health, drugs and alcohol, employment and training, are commissioned and funded from outside the Criminal Justice System (CJS). If services to prevent offending are also considered, the proportion that is directly provided by the CJS reduces further.
- 4.2 The BeNCH Commissioners recognised both the high ambition within transforming rehabilitation and the potential risks posed by bringing four separate probations trusts together and putting these under new external management. They agreed that by collaborating they could both extend their ambitions and mitigate risk.
- 4.3 The BeNCH Commissioners entered into a formal collaboration to create the capacity to first undertake a joint offender needs assessment and then use this to develop a Reducing Offending Strategy.
- 4.4 A BeNCH Transforming Rehabilitation Strategic Steering Group was formed which brought together the Police and Crime Commissioners, with their respective police forces, and key stakeholders and practitioners representing and advising on their subject matters across the BeNCH area. In addition, each county has its own Local Criminal Justice Board and other partnership arrangements.
- 4.5 This group has now signed off a vision for transforming our approach to offending with the goals (attached at Appendix 1):
  - To effectively prevent the next generation of offenders;
  - Transform rehabilitation, to stop the 'revolving door' of re-offending through a genuinely integrated approach to offender management which effectively manages the risk to our local communities; and,

- To tackle much more effectively the small minority of highly complex or prolific offenders who cause a disproportionate amount of cost and crime in their communities.

4.6 An Action Plan is being developed covering:

- Restorative Justice (RJ)
- Health (led by Hertfordshire's Director of Public Health)
- Integrated Offender Management
- Through the Gate provision
- Transition from Youth to Adult Services
- Academic Collaboration

4.7 The purpose of the strategy is to engage all key stakeholders in developing a coherent approach to offending, taking into account the local and 'regional' (BeNCH) context, to understand what is best delivered locally; the value add of service provision across BeNCH; and identify what good practice could be transferred from one area to another. It is hoped that this combined voice will also increase their strategic influence over new and existing providers.

4.8 As an example, the work on RJ is looking to standardise the definition of, philosophy behind, and terminology around restorative work across the four Force areas within BeNCH – to define what it includes and what it doesn't. A "spectrum" of RJ activity will be produced, built on increasing intensiveness, identifying at which point resource should be pooled to bring benefits across the new "region". A communications plan will be drawn up to assist in embedding this within relevant organisations.

## **5. Learning from BeNCH?**

5.1 It is likely that Eastern Region will be served by the three "separate" Sodexo NACRO managed CRCs. The Athena Information Technology project, Eastern Region Special Operations Unit and the use of Restorative Solutions as an RJ partner also provide a unifying narrative across Eastern Region.

5.2 The BeNCH Reducing Offending Strategy and Action Plan, together with the governance structure which underpins it, has promoted learning across the four geographical areas and is starting to influence new and existing providers.

5.3 Discussions are on-going to identify if there are lessons that Eastern Region can benefit from the BeNCH's preparation for the arrival of their CRC.

## **6. Recommendation**

6.1 This report recommends that when reviewing the Plan the content of this strategy is taken into consideration.