

Transforming Rehabilitation

Norfolk & Suffolk CRC

Annual Service Plan 2015-2016



Foreword



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Sodexo and **Nacro** are delighted to be embarking on a partnership to reduce reoffending to support the Government's Transforming Rehabilitation programme. Together we bring significant experience of effective and innovative practice.

Sodexo provides justice services at more than 120 sites across the world, in countries which fit with its core values and ethics. It has a reputation for excellence in providing custodial services, grown from more than 20 years experience running prisons safely and effectively. Sodexo also hosted the 'One Service' pilot at HMP Peterborough, demonstrating how reoffending by prisoners serving short sentences could be reduced.

Nacro is the UK's largest crime reduction charity, with a long and successful history of delivering effective resettlement work in both custodial and community settings. It delivers interventions to reduce reoffending, helps secure employment, education, training and accommodation, and identifies constructive and useful projects for people carrying out unpaid work as part of a community sentence.

Our organisations will work with the **Norfolk and Suffolk Community Rehabilitation Company**, as well as a wide range of partners, to provide probation and rehabilitation services across England. Our service users will either be serving community penalties, or will have been released from short custodial sentences to take advantage of our 'Through the Gate' resettlement services.

Our new ways of working build on good practice within the **Norfolk and Suffolk Community Rehabilitation Company**. They centre on an evidence-based model of desistance, working more closely with communities. New systems will increase efficiency and free our staff from bureaucracy, enabling them to target their attention where it matters most.

We are confident of achieving great results and look forward to improving safety in the communities we serve.

A message from our Chief Executive

This is the Norfolk and Suffolk Community Rehabilitation Company Annual Service Plan for 2015-16. It sets out our business direction for the next year and explains how we aim to achieve our goals.



Martin Graham
Chief Executive Officer

The transfer of ownership of the Norfolk and Suffolk Community Rehabilitation Company (NSCRC) to Sodexo Justice Services in February 2015 marked the start of a new chapter in the long history of the delivery of probation services in the UK. The next year will be one of great challenge and change for all our staff as we move to a very different operating environment.

This plan will be our guide for transition and transformation as we move from the public sector to become a high quality private sector service provider. The plan describes the mission and goals we are aiming for as a company and the key initiatives we are putting in place to meet the major challenges we face. It will help us to align everything we do to meet our new challenges head on.

We have achieved much in setting up and preparing our new company for share sale and achieving the performance levels as set out within the interim Services Agreement with the National Offender Management Service (NOMS). It is a testament to the professionalism of all our staff that performance has held up well whilst we have continued to deliver high quality operational services. It is this level of commitment we need to sustain and we look forward to Sodexo Justice Services providing their experience and support as we embark on this journey.

The future is likely to bring us challenges, professionally and personally with changes to processes, technology and working practices inevitable. We will have to foster more of an enterprise culture within whilst at the same time developing our commitment to service excellence already embodied in our company values.

Our Service Plan provides a clear direction, but it is our people who produce business results. By working together, I know we will all have the opportunity to show our commitment, our creativity and our service excellence to achieve the overall outcome of a reduction in re-offending for safer communities across Norfolk and Suffolk.

Martin Graham

Chief Executive

The Norfolk and Suffolk Community Rehabilitation Company Ltd

Norfolk & Suffolk
Community Rehabilitation Company



Our Vision

The vision of NSCRC is that the communities the CRC serves will feel and be safer through the work of NSCRC delivered both directly and through a variety of other collaborative and contractual arrangements.

Our Aims

In support of our vision we have set six key aims, targeting what we hope to achieve. The first two of these are under-pinned by Key Performance Measures set out in Schedule 9 of our contract with NOMS.

1	To excel at public protection and reducing reoffending for the communities we serve
2	To supply high quality services which meet service user, client and key stakeholder expectations and maximise payment by results
3	To implement the new operating model to deliver Sodexo's Service Delivery Solution
4	To work in partnership with public, private and third sector organisations in delivering the CRC's aims
5	To develop a capable, competent and confident workforce, able to work innovatively in a changing environment
6	To develop the CRC's business as a cost-effective provider and commissioner of services

Our Values

NSCRC's vision and aims are supported by the following values:

- We have a fundamental belief in the capacity of individuals to make positive changes.
- We will treat with respect all those with whom we have contact, both internally and externally.
- We will recognise and respond to the diverse needs of offenders, victims, staff and other stakeholders.
- We will ensure that our staff are well informed, properly trained and highly motivated.
- We will work collaboratively with organisations across all sectors in seeking to find the most effective and efficient ways of delivering services.
- We will be a dynamic organisation which is responsive to the changing economic and political environment.
- We will embrace change and encourage innovation in our staff and our partners.
- We will have an ethical business approach which is consistent with our core values.

Partnership Framework

Strong partnership arrangements already existed within the Norfolk and Suffolk Probation Trust and NSCRC will seek to build positively on those. NSCRC expects to make a full contribution to key strategic partnership boards across both counties including:

- Norfolk and Suffolk Criminal Justice Board
- Norfolk Safeguarding Children Board
- Suffolk Safeguarding Children Board
- Norfolk Safeguarding Adults Board
- Suffolk Safeguarding Adults Board
- Norfolk County Community Safety Partnership
- Community Safety Partnerships in Suffolk
- Norfolk County Board for the Rehabilitation of Offending (Norfolk PCC)
- Norfolk Multi Agency Public Protection Arrangements
- Suffolk Multi Agency Public Protection Arrangements.

NSCRC will also work closely at a strategic level with:

- the Norfolk and Suffolk Police and Crime Commissioners
- the Norfolk and Suffolk Constabularies
- the Norfolk and Suffolk Multi Agency Safeguarding Hubs (MASH)
- the Norfolk and Suffolk County Councils and their relevant departments, including the Norfolk Youth Offending Team and the Suffolk Youth Offending Service
- the six adult prisons within Norfolk and Suffolk, primarily the three designated resettlement prisons at HMP Norwich, HMP Wayland and HMP / YOI Hollesley Bay.

In particular NSCRC is committed to working closely with colleagues in the National Probation Service. This is covered in greater detail in the next section.

A harmonised Integrated Offender Management (IOM) scheme for Norfolk and Suffolk was implemented in April 2014. This was the culmination of a major piece of work commenced in 2012 which has brought together the best aspects of two very different schemes. The former NSPT worked very closely with both constabularies and other key partners to implement the new arrangements and increased funding has been committed by both probation and the Police. An IOM Governance Board has been established, accountable to the Norfolk and Suffolk Criminal Justice Board, which seeks to build on the impressive reductions in reoffending delivered by the previous separate county based schemes.

Prior to the creation of NSCRC, NSPT ensured that funded partnership contracts were increasingly outcome focused and managed tightly to ensure value for money. As part of the TR transition process, NSPT undertook a full review of all its contracts and determined which ones should continue and which should then transfer to either the CRC or NPS. These contracts will either supplement or be replaced by new contracts negotiated by Sodexo as part of their supply chain.

Interface with the NPS

In 2010 Norfolk and Suffolk Probation Areas merged to form the Norfolk and Suffolk Probation Trust (NSPT). This brought together two very experienced senior management teams with the opportunity to achieve significant savings at senior management level through rationalisation following merger. Issues of merger have therefore been dealt with and the current Senior Management Team have a good history of working with each other and excellent working relationships with the range of partners listed in the previous section “Partnership Framework”.

When the NPS and 21 CRCs were formally created in June 2014, one experienced operational senior manager transferred from NSPT to the NPS South and South East Division. Prior to this, she and the two operational Assistant Chief Executives (ACE) who transferred to NSCRC met regularly with each other and with the Chief Executive in order to ensure the effective delivery of operational services across the two counties. These meetings have continued since June 2014 and this has ensured that the operational issues which arose across the country were quickly addressed and resolved locally. These meetings will continue to take place to review both operational and organisational practices and procedures.

In support of this the Chief Executive of the CRC and the Deputy Director for NPS SE Division have agreed an Interface Protocol which includes SLAs for the use of shared premises. This Protocol is reviewed monthly at meetings with the Senior Contract Manager.

These Interface meetings have already achieved the following:

- resolved issues relating to the allocation of offenders to the CRC;
- facilitated meetings with sentencers to update them on the CRC and the services it provides;
- enabled the development of a comprehensive local Rehabilitation Activity Requirement effective from 1st February in advance of the implementation of the Sodexo RAR;
- addressed in detail issues arising from the management of NPS cases within the Norfolk and Suffolk IOM scheme;
- clarified issues around the NPS acceptance or otherwise of cases escalated because of changes in risk; and
- ensured that clear guidance was given to NPS staff regarding the need for timely quality assurance of CRC breach packs.

In view of the above NSCRC is confident that the relationship with the NPS locally is very strong and that this will serve it well as the CRC develops through Transition to Transformation.

Provision of Services to the National Probation Service

NPS South and South East Division

NSCRC will provide a range of interventions and other rehabilitation services to the NPS South and South East Division (NPS SSE). These include:

- Building Better Relationships (domestic violence accredited programme)
- Thinking Skills Programme (accredited programme)
- A range of services which can be delivered directly by the CRC or by one of its supply chain partners either as standalone services or as part of an RAR e.g.:
 - A motivational programme (3 days)
 - Alcohol Education Programme (3 days)
 - Alcohol Programme (12 days)
 - Drink Drive Alcohol Programme (15 days)
 - Women's Programme (9 days)
 - Social Skills Programme (12 days)
 - Education, Training and Employment Intervention (up to 10 days)
 - Anger Management Programme (12 days)
 - Victim Awareness Programme (7 days)
 - Restorative Justice Programme (5 days)
 - Compliance Programme (5 days)
 - Specialist interventions in relation to accommodation, finance and debt, health and substance misuse
 - Mentoring services.
- NSCRC also plans to develop in 2015/16:
 - A Veterans Programme
 - A Caring Dads Programme.

NSCRC will publish a rate card for the provision of these services.

Provision of services to the Prison Service and to other CRCs

HM Prison Service

NSCRC is contracted to deliver full Through The Gate rehabilitation services with effect from 1st May 2015. These will be delivered as lead CRC to the three Resettlement Prisons in Norfolk and Suffolk:

- HMP Norwich;
- HMP Wayland; and
- HMP / YOI Hollesley Bay

Rehabilitation services to these prisons will be delivered through Sodexo's supply chain partner St Giles Trust. Two TTG workers will be located within each Resettlement Prison with another worker based in the community.

NSCRC will also deliver rehabilitation services to prisoners referred to it within the other three prisons in Norfolk and Suffolk:

- HMP Bure;
- HMP Warren Hill; and
- HMP Highpoint.

It is understood that HMP Warren Hill may subsequently be designated a Resettlement Prison, in which case NSCRC will seek to renegotiate its contract with NOMS to deliver TTG rehabilitation services to that prison.

The delivery of these services will be discussed at the monthly Service Integration meetings. The Chief Executive will, however, meet separately with individual governors at each prison on a regular basis.

Other CRCs

NSCRC will co-operate with other CRCs in providing home resettlement services for other CRCs where NSCRC is the Host CRC or obtaining such services where NSCRC is not the host CRC.

In particular NSCRC will seek to develop more formal arrangements with its neighbouring CRCs, namely:

- Essex CRC; and
- Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire CRC.

www.norfolksuffolkcrc.co.uk

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Norfolk & Suffolk
Community Rehabilitation Company



changing lives
reducing crime

