



## **West Yorkshire CRC – Update to the West Yorkshire Police and Crime Panel February 2019**

### Brief background to CRCs

West Yorkshire Community Rehabilitation Company (WYCRC) delivers probation services to offenders across West Yorkshire. Our service users often have multiple needs and lead chaotic and troubled lives. We work with our statutory and voluntary sector partners (including health, social care, housing, prisons, Police, and substance misuse and mental health services) as well as the National Probation Service to deliver innovative approaches to supervise and rehabilitate offenders, making West Yorkshire a safer place in which to live and work.

### Implications of the change from NOMS to CRC

For over 100 years, as West Yorkshire Probation Trust, we were the statutory provider of probation services to all offenders in West Yorkshire. The Ministry of Justice's Transforming Rehabilitation Programme, which began in 2013, replaced 35 Probation Trusts with one smaller National Probation Service and 21 Community Rehabilitation Companies. Since the division in February 2015, high risk offenders are supervised by the National Probation Service, and WYCRC supervises low to medium risk service users and delivers Community Payback.

WYCRC is owned by Purple Futures, a new partnership of private sector, charities and social enterprise, led by Interserve Justice, which provides probation and rehabilitation services on behalf of the Ministry of Justice (MoJ) in five areas of the UK – West Yorkshire; Humberside, Lincolnshire and North Yorkshire; Cheshire and Greater Manchester; and Hampshire and the Isle of Wight. Services are delivered as part of the MoJ's Transforming Rehabilitation programme. We deliver safe, cost effective and personalised probation services while also coordinate local provision for our service users, accessing specialist provision from local partners.

We directly deliver a range of behaviour change programmes across West Yorkshire, including accredited programmes, on a group and one-to-one basis. These include:

- Building Better Relationships
- Drink Impaired Drivers
- Resolve
- Thinking Skills
- Stop Binge Drinking
- Think Again
- Responsible Road User Group
- Safer Relationships
- IKON
- STAR

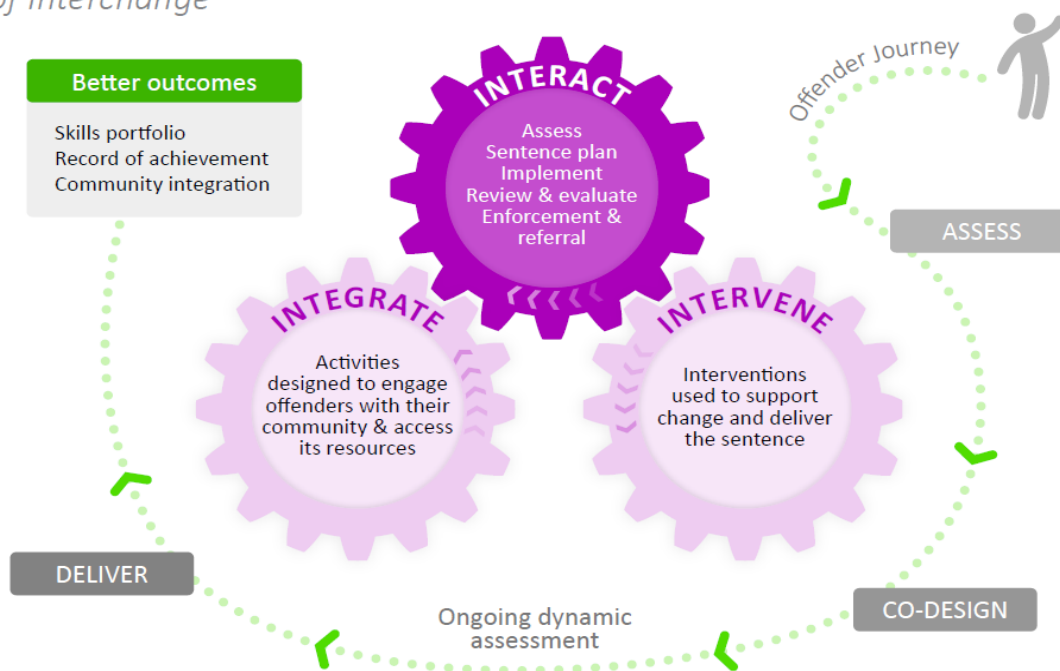
We also deliver Community Payback, both on standalone orders and as part of a broader Community Order. We contract with specialist providers of services for South Asian offenders and women, to ensure all support is appropriate and accessible.

We cover the whole of West Yorkshire, with teams of Senior Case Managers and Case Managers working in every community. Our staff are enabled to work within their communities through mobile IT kit, meeting service users at local hubs such as community centres and partner sites, increasing levels of attendance, compliance and improving links with small local partners.

All our work with service users is based on our Interchange model, which offers a personalised, coproduced service user pathway to define and achieve goals and reduce reoffending. All activity is goal orientated, asset based, and places service users at the centre of their plan.

## The 3 core activities of Interchange

Purple Futures  
An Interservice-led Partnership



### Short overview of the work since 2017 including some headline performance figures for 2016/17 and 2017/18

Between January and December 2018 we worked with 3,615 service users to deliver 273,512 hours of Unpaid Work, all of which are for the benefit of the community. 89% of unpaid work requirements (sentenced at Court) were successfully completed. During this period we supervised almost 4,500 service users on Community or Suspended Sentence Orders, as well as 2670 service users released from custody.

#### **Final Proven reoffending statistics:**

Adjusted proportion of offenders who reoffend (Binary rate)

	Baseline (2011)	Oct 15 - Mar 16	Diff from Baseline	Apr 16 - Mar 17	Diff from Baseline
<b>West Yorkshire</b>	46.13%	45.44%	-0.69%	46.75%	0.62%

Average number of reoffences per reoffender (Frequency rate)

	Baseline (2015/16)	Oct 15 - Mar 16	Diff from Baseline	Apr 16 - Mar 17	Diff from Baseline
<b>West Yorkshire</b>	4.71	4.71	0	4.69	-0.02

Although this shows that there is a slight increase in numbers reoffending the frequency of those reoffending has decreased and we continue to work in partnership through Reducing Reoffending Boards to improve outcomes.

#### HMIP inspection 2018

HMIP rate each CRC on a four-point scale of Inadequate, Requires Improvement, Good or Outstanding. Overall West Yorkshire CRC has been rated as 'Requires Improvement'. However, West Yorkshire CRC was assessed as good for leadership and services with a strong leadership team which is committed to the provision of effective services. The Interserve operating model is conceptually credible. It supports a personalised and strengths-based approach to helping those subject to supervision to achieve rehabilitation goals. There have been delays in fully deploying all aspects of the operating model, however, and this has hindered progress on delivering services as intended. The delays have restricted the ability of the CRC to deliver on its vision. Key findings about case supervision were less positive reviews of work, particularly in relation to risk of harm, which were poor and the quality of work to review progress in cases was variable. However, the CRC was, at the time of the inspection, rolling out Risk of Serious Harm and Domestic Abuse training to all staff to improve identified weaknesses. Among other positive findings, it was noted that partnership working was strong. Specialist services, such as services for women, were in place and the delivery of unpaid work and Through the Gate resettlement practice were both assessed as good.

### Involvement within strategic partnerships

CRC managers take an active approach to engaging with strategic partners in the area. They have lead roles in key strategic forums – for example, chairing local Reducing Reoffending Partnership Boards and membership of the West Yorkshire Reducing Reoffending Board. The CEO also contributes to the PCCs Partnership Executive Group and sits on the West Yorkshire LCJB.

### Next Steps: Increasing alignment between the NPS and CRCs

Current structures make joint working between the NPS and CRCs difficult. While NPS Wales and the NPS division in London share the same boundaries as a single CRC in those areas, NPS divisions elsewhere operate alongside multiple CRCs. For example, the NPS North East division works in the same area as five CRCs owned by three different parent companies, each with their own distinct operating models. This presents a complex operating environment for probation staff in both the NPS and CRCs.

To increase system coherence and efficiency, the MOJ intend to organise the delivery of probation in England into 10 regions. This will ensure that probation providers are focused on working together to deliver quality probation services in the same region, and it will encourage greater collaboration in pursuit of operational improvements and efficiencies. There will be clear advantages in providers agreeing a shared strategic response to the needs of offenders in the region, which in turn will make for more coherent and effective relationships with wider strategic partners. In drawing the boundaries for the proposed 10 probation regions the MOJ continue to recognise the importance of strong strategic links with Police and Crime Commissioners (PCCs) by making sure regions do not cut across police force areas. At a practice level, 10 probation areas in England should help simplify the system and remove the current problem of individual providers operating across different geographical areas. Fewer, larger delivery areas offer the chance to simplify the delivery of resettlement services, as it should be possible to reduce the proportion of resettlement prisons releasing to multiple areas.

There are some challenges associated with a configuration of fewer probation areas. Rehabilitation and reintegration of offenders requires a local, collective response, so it will be important that delivery structures within each probation region provide a suitably local service and enable providers to engage effectively with local partners and structures, including the police and PCCs, local authorities and Community Safety Partnerships, courts, prisons and local criminal justice boards, and health services and commissioners. The MOJ will also develop clearer accountability for the delivery of probation services in each region. They propose that one HMPPS senior leader is responsible for representing the department and overseeing the probation services in a region, and that it is their role to drive the delivery of integrated, locally tailored services which promote efficiency and effective partnership working with the range of other local services and commissioners.