

**TO: Stakeholders/Professionals involved with the
Probation Service - UNISON Consultation
Questionnaire on Transforming Rehabilitation**

UNISON remains totally and utterly opposed to the Government's plans to privatise and break up the Probation Service. We agree with the Government's aims to extend probation services to low risk offenders, but believe that this can be done by utilising the skills and expertise of the wider public sector, rather than assuming that only the private sector can deliver. UNISON favours public-public partnerships between Probation Trusts, local authorities and police forces to deliver the extended supervision and rehabilitation that the Government wants.

In the Ministry of Justice [MoJ] document "*Transforming Rehabilitation: A revolution in the way we manage offenders*" - See Pages 29-32, sets out a series of detailed questions on which Chris Grayling (Lord Chancellor & Secretary of State for Justice) wishes to obtain the views of current practitioners, sentencers, potential providers and other stakeholders as the Government finalise the operational design of the system. UNISON would like to know interested stakeholders' views on the Government's questions as set out below, as you are best placed to know the Probation Service. Please feel free to enter as much or as little in the blank boxes.

Remember, we need to provide evidence against the privatisation of the service, so your answers to the questions below need to reflect this.

PART B: Extending the Government's Reform Programme (See Page 3 and Pages 29-30)

Question B1: How can the Government maximise the results we get from our collective Government and public sector resources?

Question B2: How can the Government use the reforms of offender services in the community to enhance the broader range of social justice outcomes for individuals?

Question B3: Should any additional flexibility be built into the community sentencing framework to strengthen the rehabilitative impact of community orders, and the reintegration of offenders into society?

PART C: Systems Specification Questions (See Page 4 and Pages 31-32)

Question C1: The Government are minded to introduce 16 Contract Package Areas. Do you think this is the right number to support effective delivery of rehabilitation services? Do you have any views on how the Contract Package Area boundaries should be drawn?

Question C2: What payment by results payment structure would offer the right balance between provider incentive and financial risk transfer?

Question C3: What measures and pricing structures would incentivise providers to work with all offenders including the most prolific?

Question C4: How should we specify public sector oversight requirements in contracts, to avoid bureaucracy but ensure effective public protection arrangements?

Question C5: We want to incentivise through the gate provision, but some prisoners will disperse to a different part of the country following release. How can we best account for that in contract design?

Question C6: What mechanisms can be used to incentivise excellent performance and robustly manage poor performance to ensure good value for money?

Question C7: What steps should we take to ensure that lead providers manage and maintain a truly diverse supply chain in a fair, sustainable and transparent manner?

Question C8: What processes should be established to ensure that supply chain mismanagement is addressed?

Question C9: How can we ensure that the voluntary and community sector is able to participate in the new system in a fair and meaningful way?

Question C10: How can we best use statutory supervision on release from custody to ensure that offenders engage with rehabilitation effectively?

Question C11: How can we ensure consequences for non-compliance are effective, without building in significant additional cost?

Question C12: Given our proposals for the commissioning structure and the proposed responsibilities of the public sector, what kind of delivery structure would be most appropriate for the public sector probation service?

Question C13: What else can we do to ensure that the new system makes best use of local expertise and arrangements, and integrates into existing local structures and provision?

Question C14: Police and Crime Commissioners will play an integral role in our reforms. How best can we maximise their input/involvement and that of other key partners locally?

Question C15: How can we ensure that professional standards are maintained and that the quality of training and accreditation is assured? A professional body or institute has been suggested as one way of achieving this. What are your views on the benefits of this approach and on the practicalities of establishing such arrangements, including how costs might be met?

Question C16: What role can the Inspectorate of Probation best play in assuring effective practice and a high standard of service delivery?

Question C17: How can we use this new commissioning model including payment by results, to ensure better outcomes for female offenders and others with complex needs or protected characteristics?

Question C18: What are the likely impacts of our proposals on groups with protected characteristics? Please let us have any examples, case studies, research or other types of evidence to support your views.

Question C19: Do you have any further comments on our proposals for Transforming Rehabilitation in this document "Transforming Rehabilitation: A revolution in the way we manage offenders"

Please comment below on any aspect of the Government's plans.

Thank you for taking part in this consultation process.
Your personal views on helping with evidence/objections against the issues set out in the Government's consultation questions above will help inform UNISON's response to the proposals.

MAKE YOURSELF HEARD IN UNISON

Please return this survey in the pre-paid envelope provided by: **Thursday, 7th February 2013** to:

UNISON Northern Region, FREEPOST NT765, 140-150 Pilgrim Street, Newcastle upon Tyne, NE1 1BR.

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