



HM Prison &  
Probation Service



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Dear Colleague,

As announced by Alex Chalk MP, Parliamentary Under Secretary of State, in his written statement to the Houses of Parliament today, and following the commitment given by the Lord Chancellor in June last year, I am really pleased to confirm that we have now reached a major milestone for our Criminal Justice System and unified our probation services.

We are delighted to welcome over 8,000 talented and committed probation professionals to our unified model, either directly into probation services or employed by one of the organisations we have appointed to deliver Commissioned Rehabilitative Services to offenders and are now one unified probation system.

To ensure that our reforms do truly represent the beginning of a new organisation, I am also pleased to let you know that, from today, we will simply be known as the Probation Service. We have consulted widely with staff and feel the new name is a strong signal of us as a new organisation which takes the best from current delivery, and for staff represents unification and one organisation.

Whilst today heralds significant progress for both probation and the wider Criminal Justice System, unification also represents an example of excellent delivery, a major, very complex Government project delivered on time, to budget whilst in a global pandemic so we are rightly proud of the scale of that achievement and grateful to all our staff and stakeholders for their contributions to make this possible.

As you know, we are investing an additional £155m a year to establish this strengthened unified probation service that keeps the public safe, supports victims of crime and gives the right rehabilitative support to address the often-complex causes of offending. Our twelve probation regions in England and Wales, each overseen by a Regional Probation Director, enable more local accountability, partnership working and delivery of services that more closely meet individuals' diverse needs. This supports a Criminal Justice System that commands public confidence.

From today we begin to implement the reforms to our probation services set out in our Target Operating Model, whilst continuing with our recovery from Covid-19, together this will enable us to work towards delivering excellent probation services. Our new Probation Service is now responsible for sentence management in both England and Wales, along with Accredited Programmes, Unpaid Work, and Structured Interventions. This simplifies delivery, making it

easier for those we work with and giving us greater control of resources to be able to deliver reform.

In sentence management our priority focus is on strengthening the probation worker's relationship with those they supervise. We will help them to use the right key skills, activities and behaviours to achieve the most effective outcomes and enable offenders to make positive changes to their lives. This will include more consistent management and delivery of sentence plans, better assessment and management of risk, more balanced caseloads and an improved case allocation process to support this.

For Unpaid Work, Accredited Programmes and Structured Interventions we want to drive up completion rates and deliver better outcomes, by making placements and programmes available locally, making improvements to the assessment and induction process, more regular reviews of active cases and ongoing professional development for staff delivering interventions. We want to develop an even better Unpaid Work service - one which is bold, ambitious and highly visible to the public. We want to move away from a reliance on individual placements towards incorporating larger national projects with public bodies and charities and we are keen to involve our stakeholders as much as possible in our plans. If you would like to discuss opportunities for us to put Unpaid Work to use in support of your wider priorities or find out more about how you could get involved with our plans, then please let either of us know or contact [jon.matthews@justice.gov.uk](mailto:jon.matthews@justice.gov.uk), our Head of CORRE, Effective Practice, Programmes and Unpaid Work.

Other interventions that meet rehabilitative and resettlement needs will be delivered by Commissioned Rehabilitative Service providers with cases managed according to the risk, need and sentence type. Last month the government announced an initial investment of £195 million, awarded to 26 organisations across England and Wales to provide vital support services in Employment, Training & Education, Accommodation and Personal Wellbeing and Women's Services, that help reduce reoffending, such as employment and housing advice.

For resettlement, we have created an enhanced pre-release system. A community responsible officer will lead on all the pre-release activities, undertaking a comprehensive assessment and developing a sentence plan aligned to need, risk, and victim issues. This will apply to individuals prior to release during the final phase of prison, through to transition, and post-release.

Of course, our staff are absolutely critical to the delivery of the new model and we are continuing to invest in the skills, capabilities and ways of working they need to do their jobs to the highest standard as set out in our Probation Workforce Strategy, published last year. We are developing a professional register, underpinned by ethical and training standards, to ensure probation practitioners receive the training, qualifications and recognition they need and deserve for a long and effective career.

We are also continuing our recruitment drive and earlier this month announced the recruitment of 1,000 probation officers, meeting a government target set last July.

Our reforms will deliver a stronger, more stable probation system that will reduce reoffending, support victims of crime, and keep the public safe, while helping offenders to make positive change to their lives. Through improving the level of continuity of supervision, we will improve offender monitoring, and our ability to react to sudden increases in risk, keep victims informed, and enforce licence conditions. Closer partnership such as working with Police and Crime Commissioners and other partners will help us respond to local and regional problems.

I look forward to updating you on our progress in implementing our reforms and, as ever, thank you for your continued interest in our work. If you have any questions, please do not hesitate to contact my office, your local Probation Delivery Unit Head or [tracey.owen@justice.gov.uk](mailto:tracey.owen@justice.gov.uk), our Head of Stakeholder Engagement and Court strategic lead.

Yours sincerely



**Nic Davies**

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Cyfarwyddwr Rhanbarthol Gwasanaeth Prawf Cymru, Gwasanaeth Carchardai a Phrawf  
EM yng Nghymru