



National Offender  
Management Service

# How the National Offender Management Service works

June 2014

Who we are



Our structure



## Who we are and what we do

### Who we are

The National Offender Management Service (NOMS) was created as an Executive Agency of the Ministry of Justice in July 2008.

### What we do

Our job is to protect the public and reduce reoffending by delivering the punishments and orders of the courts, helping offenders to reform their lives and in doing so prevent future victims of crime.

We are responsible for commissioning and delivering Prison and Probation Services across England and Wales, with an integrated approach to support effective offender management in all settings, ensuring best value for money from public resources.

We do this directly through public prisons and the National Probation Service and through commissioning private sector prisons and Community Rehabilitation Companies in probation. We also work closely with others such as the courts, local authorities, police and the voluntary sector.

### How we operate

NOMS has changed to make our way of working clearer, more efficient and more accountable. This guide provides detail on our structures, functions, people and ways of operating.

Our new way of operating reflects the overall direction of Government policy to:

- Concentrate on outcomes not processes – results are what matter
- Support local freedoms to pursue what works
- Improve accountability and transparency through the system
- Harness the efficiency and innovation of competition across public, private and third sector organisations including paying these providers by results
- Reduce costs and become more efficient in all that we do

### Specifically, the Agency:

- Specifies and commissions offender services in England and Wales
- Directly manages public sector prisons
- Directly manages National Probation Service
- Contract manages private sector prisons and a range of system-wide contracts (such as Prisoner Escort Service; Electronic Monitoring; Bail Accommodation Contract)
- Contract manages Community Rehabilitation Companies and Third Sector Providers; and
- Manages system-wide service delivery

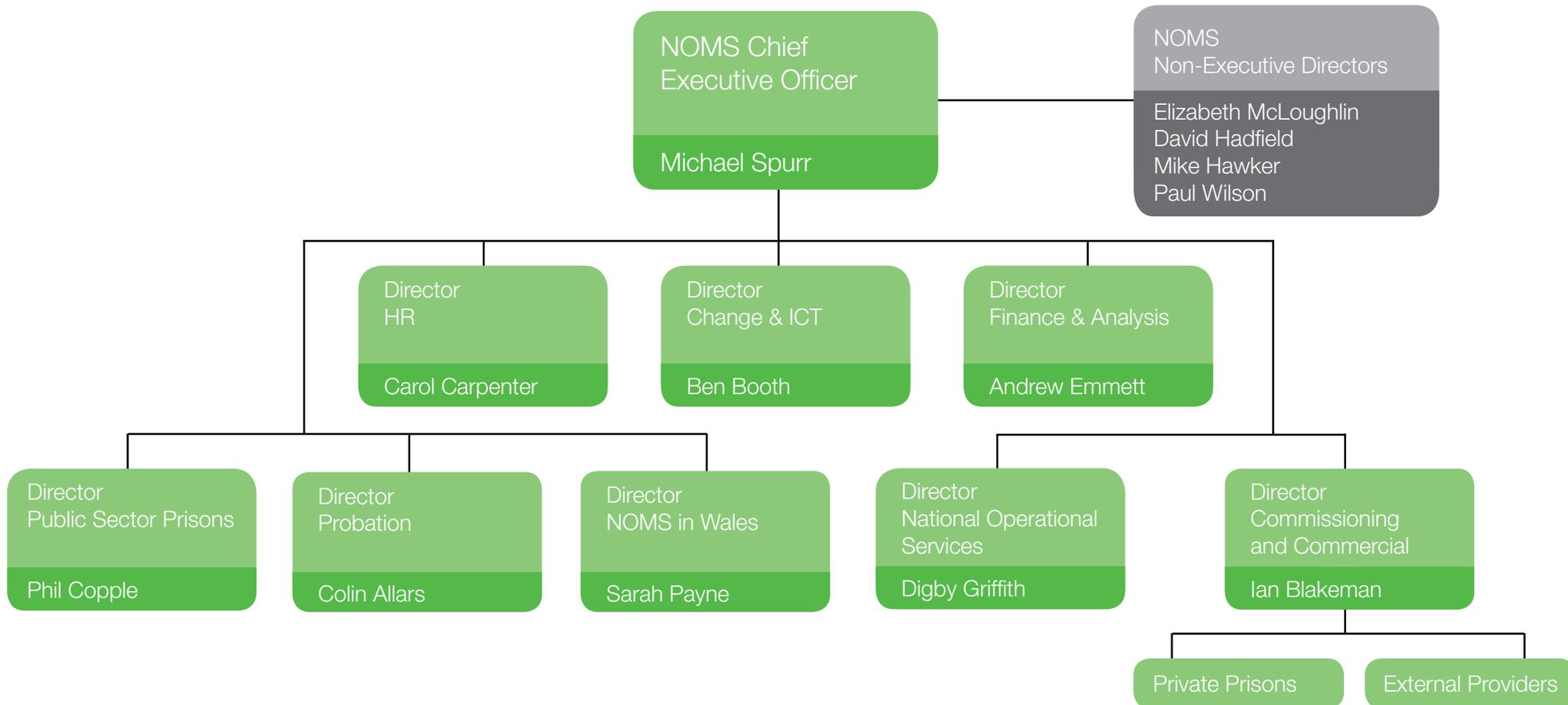
### National Offender Management Service

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# Organisational Chart



## Chief Executive Officer

- Strategic management and accountability of NOMS Agency
- Management of NOMS organisational restructure programme
- CEO is a member of MoJ Departmental Board executive management committee



### Key roles

#### Chief Executive Officer - Michael Spurr

##### Head of CEO Office & Secretariat

Hayley Ward

##### NOMS Non-Executive Directors

Elizabeth McLoughlin

David Hadfield

Mike Hawker

Paul Wilson

## Transforming Justice by:

- Providing high-level leadership across NOMS
- Effectively managing the development and implementation of NOMS strategies meeting MoJ and government priorities
- Ensuring effective accountability at all levels, in accordance with Agency Framework Document and other governance requirements
- Overseeing delivery of budget targets and value for money

## NOMS in Wales

- Line Management of the National Probation Service in Wales
- Have direct responsibility for the public sector prison in Wales
- Contract manages the Community Rehabilitation Companies
- Contract Manages the private prison, HMP Parc Bridgend
- Represents NOMS to the Welsh Government and local partners

### Key roles

#### **Director - Sarah Payne**

##### **Deputy Director of National Probation Service and Partnership**

Ian Barrow

##### **Deputy Director of Strategic Support, Assurance and Administration**

Sian Hibbs

##### **Lead Governor of Public Sector Prisons**

Richard Booty

## Transforming Justice by:

- Ensuring that all offender management services in Wales are better integrated across the whole of the offender journey
- Working with the NPS in Wales, the Wales Community Rehabilitation Company, public sector prisons and the privately contracted prison in Wales alongside the Welsh Government to support an integrated system of delivery that complements the Welsh Government's strategic programme
- Ensuring that the opportunities for end-to-end commissioning and joint commissioning of services are maximised to enable economies of scale, seamless delivery and continuous improvement
- Delivering the overarching objectives of NOMS agency

## Commissioning and Commercial

- Responsible for designing clear outcome-based costed specifications for offender services
- Ensures that specifications meet policy requirements set out in the NOMS Business Plan
- Commissions offender services to deliver requirements and value for money through service level agreements and contracts, in line with the NOMS Commissioning cycle
- Responsible for delivering Competition strategies agreed with Ministers and working with MoJ to encourage and develop a mixed market of providers
- Contract manages a range of system-wide contracts and third sector providers delivering offender services
- Promotes and supports integration of services at local level to protect the public and reduce reoffending effectively
- Through these contracts, seeks to ensure effective system-wide performance

### Key roles

#### Director - Ian Blakeman

##### Head of Commissioning

Simon Boddis

##### Head of Business Support

Tina Phillips

##### Head of Commissioning Strategies

Gill Attrill

##### Head of Commercial Development

Tony Challinor

##### Head of Prison Unit Cost Programme

Nicola Lowit

##### Head of Commissioning Support

Jacqui Ross

##### Deputy Director for Rehabilitation Services London and South East

Lucy Bogue

##### Deputy Director for Rehabilitation Services North

Amy Rice

##### Deputy Director for Rehabilitation Services Midlands and South West

Andrea Torode

##### Deputy Director Electronic Monitoring

Richard Pickering

##### Deputy Director Custodial Contracts

Brian Pollet

## Transforming Justice by:

- Developing outcome based commissioning, including commissioning for Payment by Results
- Managing implementation and delivery of the Agency's Competition Strategy
- Overseeing and maintaining a Directory of Services funded by NOMS on behalf of the Agency Board.
- Developing and coordinating the development of service specifications across NOMS
- Developing the model to devolve responsibility and accountability for commissioning increasingly to a local level
- Providing clear, consistent oversight of an increasing mix of providers
- Supporting provider development and promoting effective engagement and partnership working at local level.
- Developing devolved, local level accountability for delivery of commissioned services

## Probation

- Providing consistent oversight of probation delivery
- Line management and leadership of probation services in England
- Establishment of the National Probation Service as an effective and efficient delivery organisation
- Supportin the National Probation Service to work with local delivery partnerships including prisons, Community Rehabilitation Companies and other providers
- Managing the delivery of 20 Community Rehabilitation Companies while under public ownership

### Key roles

#### Director - Colin Allars

#### Deputy Directors of Probation (x6)

**North West:** Roz Hamilton, **North East:** Lynda Margison, **South East:** Sonia Crozier, **South West and South Central:** Angela Cossins, **London:** Sara Robinson, **Midlands:** Sarah Chand

#### Deputy Director Business Development

Jim Barton

#### Deputy Director Business and Provider Development

Mark Taylor

## Transforming Justice by:

- Directly managing offenders in the community who pose the highest risk to the public, through the delivery of the National Probation Service
- Managing the delivery of 20 Community Rehabilitation Companies to rehabilitate the medium to low risk offenders
- Advising the courts
- Assessing offender risk



## National Operational Services

Manages central operational services provided by NOMS across the offender management system with system-wide delivery. Including:

- Policy coordination, development and monitoring
- Security, public protection and safer custody arrangements
- Offender casework
- Interventions to reduce reoffending
- Population and incident management
- Staff & Prisoner Equality



### Key roles

#### Director - Digby Griffith

##### Head of Offender Management and Public Protection

Gordon Davison

##### Head of Equality, Rights and Decency group

Mandy Jones

##### Head of Operational Services and Interventions

Stacey Tasker

##### Head of Security

Adrian Scott

## Transforming Justice by:

- Collaborating with policy teams across the MoJ to develop a programme focused on Ministerial priorities
- Reducing duplication and delivering subject matter expertise to implement policy through the instruction system in a safe, legally compliant way
- Working with partners across the Criminal Justice system to share knowledge and information and link processes

## Public Sector Prisons

- Line management and leadership to public sector prisons including High Security Estate
- Drives the transformation of public sector prisons to deliver effective and efficient performance, and to continue to treat offenders with decency
- Supports prisons to work locally within local delivery partnerships including with probation, private and third sector providers to effectively protect the public and reduce reoffending
- Manages operational pressures and risks to maintain stability, and Ministerial and public confidence, in public sector prisons
- Manages the National Dogs and Technical Support Group, providing tactical support for all prisons
- Deliverys the Close Supervision Centre System and Managing Challenging Behaviour Strategy, holding the highest risk prisoners in England and Wales safely and securely



### Key roles

#### Director - Phil Copple

##### Deputy Director Public Sector Prisons

Ian Mullholland

##### Deputy Directors of Custody (x9)

**Yorkshire and Humberside:** Paul Baker, **London:** Nick Pascoe, **North West:** Alan Scott, **East Midlands:** Neil Richards, **West Midlands:** Luke Serjeant, **South Central:** Claudia Sturt, **Kent and Sussex:** Michelle Jarman-Howe, **East of England:** Adrian Smith, **South West:** Ferdie Parker

##### Deputy Director of Custody North East & Youth Justice

Alan Tallentire

##### Deputy Director of Custody High Security

Richard Vince

##### Head of Psychological Services

Jo Bailey

## Transforming Justice by:

- Ensuring that public sector prisons remain safe, secure and decent
- Responding to competition by delivering effective and efficient service level agreements with the Agency
- Developing innovative models of public sector delivery to respond to competition and the payment by results model
- Making prisons place of hard, meaningful work by introducing more work that contributes to paying back victims
- Making prisons drug-free and getting prisoners off drugs for good
- Working to reduce reoffending by creating effective partnerships with providers and other agencies in the public, private and community sectors

## Finance & Analysis

- Ensures effective financial management of the NOMS Agency budget and leads for the Agency in negotiation with the MoJ, Treasury and Ministers on all finance issues
- Drives the efficiency, effectiveness and value for money agenda across NOMS
- Ensures effective co-ordination, development and production of the Agency corporate and business plans and the Agency annual report and accounts
- Provides a centralised and comprehensive analytical and business planning function for NOMS, including performance reporting and assurance, statistics and data management, forecasting and modelling and the NOMS research programme
- Acts as NOMS senior customer managing service delivery agreements with the MoJ Shared Service Centre and MoJ Procurement Group to ensure effective business delivery for NOMS



### Key roles

#### Director - Andrew Emmett

##### Head of Financial Management & Control

Ted Kirby

##### Deputy Director Planning and Analysis

Paul Ibrahim

##### Finance Business Partner for Public Sector Prisons

Lorna Maden

##### Finance Business Partner for Probation and Contracted Services

Sally Wordsworth

##### Finance Business Partner for HQ

Alison Hamer

##### Finance Business Partner for Commissioning and Commercial

Richard Wallace

## Transforming Justice by:

- Delivering an increased shared services approach for Finance with MoJ
- Ensuring that NOMS delivers agreed efficiency targets
- Encouraging managers to deliver cost savings to the organisation through prioritising services and innovation
- Supporting service delivery and effective commissioning with high-quality analysis and intelligence

## Human Resources

- Ensures effective fit for purpose HR advice, expertise, products and services across NOMS, supporting the Agency's objectives and performance
- Develops and sustains a positive organisational culture and environment where leaders, managers and staff are developed, motivated and retained
- Is responsible for employee relations, increasing staff engagement and stakeholder and internal communications
- Provides learning and leadership development products and services to ensure staff are able to do their job well



### Key roles

#### **Director - Carol Carpenter**

##### **HR Deputy Director for HMPS**

Susan Frew

##### **HR Deputy Director for Probation**

Christine Straw

##### **Head of Organisational Development**

Rachel White

##### **Head of Communications**

Lisa Appleyard

##### **Head of Learning and Development & Head of Senior Career and Talent Management**

John Robinson

##### **HR Business Change Manager**

Jenny Hedge

##### **Head of HR Expert Centre**

Lynne Last

##### **Directorate Business and Programme Change Manager**

Dave Mann

## Transforming Justice by:

- Keeping the public sector competitive by recommending and implementing changes to workforce and organisational structures, and fair pay
- Ensuring that staff engagement remains a priority with an emphasis on management effectiveness, leadership, communications and employee relations
- Ensuring staff and our leaders have the skills needed to be effective in their roles now and in the future

## Change & Information Communications Technology

- Enables effective business change portfolio planning, delivery and governance
- Leads on information management policy, assurance and incident handling
- Ensures that NOMS receives value for money from its investments in ICT to drive improvement and efficiency, shaping an ICT vision and strategy to support and underpin NOMS business strategy
- Acts as business partner for NOMS on all ICT matters, ensuring effective delivery of the NOMS ICT Portfolio through the efficient implementation of the MoJ ICT Shared Service model
- Ensures that services are provided in accordance with service level agreements and contracts and commissions provision of local services and national IT support in prisons, including business continuity planning
- The Director is also one of seven Crown Representatives appointed by the Cabinet Office to engage with selected ICT suppliers on the delivery of enhanced value from government contracts



### Key roles

**Director - Ben Booth**

**Deputy Director Delivery**

James Perks

**Deputy Director Information Management & Change Capability**

Andrew Sinclair

### Transforming Justice by:

- Ensuring that MoJ ICT shared service teams deliver the NOMS business agenda
- Driving a business-led, customer centric approach to enhance value from ICT
- Prioritising and specifying service levels that lead to efficiency
- Ensuring that the right information is available to the public, contracted service providers and public sector employees
- Working to deliver the Government's priorities for open data and common IT platforms with innovative low cost solutions

## Non-Executive Directors



### David Hadfield

After graduating in civil engineering, David has spent most of his career in management consultancy as a partner with PricewaterhouseCoopers. He has worked extensively at Board level, advising on strategy, leadership, process improvement and governance.

An expert in business integration and programme management, he is now self-employed as a consultant to Boards and senior executives. He is the President of the Boccia International Sports Federation (Boccia is a Paralympic sport played primarily by people with cerebral palsy) and a Board Member of the British Paralympic Association.



### Elizabeth McLoughlin

Liz was a member of the Senior Civil Service in Ministry of Defence (MOD) for many years, leaving in 2006. In her time there she was responsible for various change programmes, policy advice and latterly the closure of two large infrastructure private finance initiatives.

Since the MOD, Liz has carried out consultancy work and is a reviewer for the Major Projects Authority in the Cabinet Office and has carried out Gateway reviews for a number of departments, including Health, the Scottish and Welsh Governments and House of Commons. Liz is a non-executive director in the Valuation Office in HMRC and from 2006 to 2013 was deputy Chairwoman of an ambulance trust.



### Mike Hawker

A graduate of the London School of Economics and a chartered accountant, Mike was involved at a senior level in the rapidly developing home shopping market for more than 20 years, latterly as Chief Executive of the UK operations of the German giant Otto Versand.

He is a trustee of the Shaw Trust, a non-executive director of South Central Ambulance Service and Chairman of a sixth form college. He is married to a head teacher and lives in the New Forest. His interests include horse riding and cycling.



### Paul Wilson

Paul joined the Probation Service in 1972, working in Teeside, Kent and West Yorkshire where he became Chief Officer in 1999, receiving a CBE for services to the National Probation Service in 2005.

After a spell as a Regional Offender Manager in NOMS Yorkshire and Humberside, Paul resumed his probation career as interim Chief Officer in Sussex (2007/8) and London (2009/10). Currently Consultant Partner with the Equality Works Group, he is an active runner, cyclist, fly fisher and gardener.





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