

Public Document Pack

Presentations at Meeting – Safer Stronger Select Committee - 8 March 2017

Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

This page is intentionally left blank



London
Community Rehabilitation Company
An MTCnovo company



Page 1

Lewisham Safer & Stronger Select Committee

Cassie Newman
Head of Contracts & Partnerships, London CRC
8th March 2017

Agenda Item 4

Introduction

This is an overview of HMIP's inspection report, from the perspective of London CRC

- 1. Legacy issues**
- 2. Ambition 2020 Change Plan**
- 3. The Inspection**
- 4. The Report**
- 5. Our response to HMIP's recommendations**

1. Legacy issues

London CRC recognises that it inherited legacy issues of poor performance and probation practice, with little grip or awareness of organisational activity.

If we look to the recent past, at the point the London Probation Trust was split into NPS and CRC in June 2014, the better trained, more experienced staff were mostly recruited to NPS.

Some of the remaining offender managers (mostly PSOs) assigned to London CRC were moved against their wishes, and many were not at the required level of competency.

There were others who chose to move, however, and did so believing that probation practice needed to change and the best opportunity to affect change was at London CRC.

This movement caused an imbalance within the newly created CRC, with OM vacancies loaded on the CRC. Therefore the organisation was established at an immediate disadvantage.

2. Ambition 2020 Change Plan

The need for a far reaching solution was evident.

The Ambition 2020 Change Plan launched in July 2016 was radical in its design.

The purpose was to positively effect change in all aspects of work, and to think again about the way we do what we do, but this time with an unwavering and unshakable focus on reducing reoffending outcomes as our primary goal.

We set about identifying key areas of change needed to improve the organisation, all of which have been specifically designed to address legacy issues, and to modernise and reform our organisation.

Ambition 2020 Change Plan in action

The Change Plan features:

16 workstreams

involving over

90 work packages

containing

800+ activities

Ambition 2020 active workstreams

We set about identifying 16 key areas of change needed to improve the organisation, all of which have been specifically designed to address legacy issues, and to modernise and reform our organisation.

| Workstream |
|--|
| Operational activity – immediate challenges & priorities |
| Operational reorganisation |
| Great engagement |
| Operational reimagination – how we will work in the future |
| Building for Best - effective probation practice |
| Performance management – enabling effective delivery |
| HR – attracting & retaining the best people |
| Estates – modern, collaborative spaces |
| Programmes & interventions – reducing reoffending |
| Enabling IT |
| Community payback |
| Stakeholders & partnerships – working better together |
| Health & safety |
| Inspections & audits |
| Recruitment |
| Investing in our future |

3. The Inspection

Background

HMIP's quality and impact inspection took place for two weeks in September 2016.

It inspected eight boroughs across north London – Barnet, Brent Camden, Enfield, Haringey, Islington, Redbridge and Waltham Forest.

Both London CRC and the NPS were inspected on their effectiveness against three criteria:

- Protecting the public
- Reducing reoffending
- Abiding by the sentence.

Their findings are based on a small sample of 40 cases - 0.1% of our 29,000 caseload at that time.

The inspectors spoke to six of our service users.

Our interaction with HMIP

During the inspection, we provided the inspectors with details of our:

- **Operational reorganisation**
- **Practice and quality assurance initiatives to both audit cases and assure correct interventions**
- **The Ambition 2020 Change Plan.**

Reiterating our confidence that our changes will improve our management of offenders.

4. The Report

Inspected against three criteria, HMIP's assessment of London CRC was:

- Protecting the public – overall performance poor
- Reducing reoffending - overall performance poor
- Abiding by the sentence - overall performance poor.

Reporting key themes such as:

- Proportion of work carried out to a sufficient standard was low
- Assessments either not completed or not completed to an acceptable standard
- Infrequency of contact with the service user
- Inexperienced staff
- Inefficient or lack of adequate interventions
- Fewer than half of inspected cases complied with their sentence
- Lack of senior management understanding.

And the impact of the Inspection on London CRC?

- It reaffirmed our correct analysis of inherited legacy issues
- Confidence that our 'improvement plan' - Ambition 2020 - is moving us in the right direction
- NOMS Assurance Team investigation.

5. The Improvement Plan

HMIP made **nine** recommendations to London CRC.

We have over 35 actions which address **eight** of their recommendations, and are already part of our Change Plan.

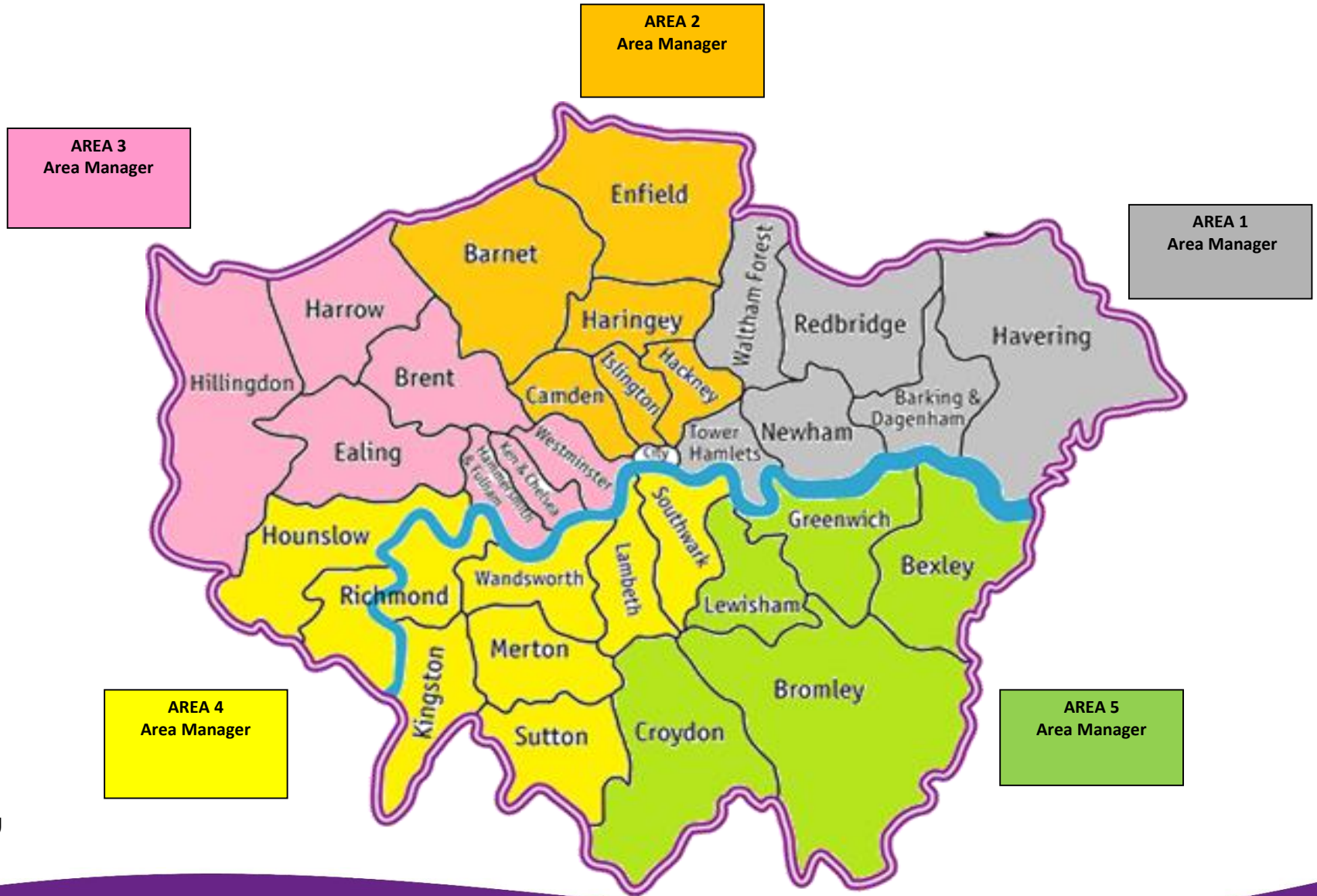
Some key actions are:

- Improved NPS interface
- Caseload reductions
- Local managerial presence and accountability
- Improve offender management by quality assuring contact, sentence planning, enforcement and safeguarding.

The one remaining recommendation was for accessible staff contact details.

All of our actions are designed to ensure operations is at the centre of what we do.

Area Manager structure



Lewisham Statistics

CRC Caseload Numbers

Total Number of Cases – 1338 (as of 30/11/2016)

| Cohort | Number of Cases in Community | Number of Cases in Custody | Number of Cases on License | Total |
|--------------|------------------------------|----------------------------|----------------------------|-------|
| Young Males | 188 | 101 | 90 | 379 |
| Adult Males | 342 | 131 | 191 | 664 |
| Mature Males | 58 | 20 | 31 | 109 |
| Women | 127 | 24 | 35 | 186 |
| Total | 715 | 276 | 347 | 1338 |

Note: There were no cases in the cohort for Mental Health and Learning Disabilities

Lewisham IOM Numbers

Total Number of CRC IOM Cases in Lewisham - 134 (as of 30/11/2016)

| Cohort | Number of Cases IOM |
|---------------------|----------------------------|
| Young Males | 20 |
| Adult Males | 104 |
| Mature Males | 0 |
| Women | 10 |
| Total | 134 |

Lewisham Needs Profile

| Criminogenic Need | Offender numbers | Percentage |
|----------------------------------|-------------------------|-------------------|
| Accommodation is a Need | 164 | 17.6% |
| ETE is a Need | 491 | 52.6% |
| Relationships is a Need | 295 | 31.6% |
| Lifestyle is a Need | 411 | 44.1% |
| Drugs is a Need | 250 | 26.8% |
| Alcohol is a Need | 183 | 19.6% |
| Thinking And Behaviour is a Need | 862 | 92.4% |
| Attitudes is a Need | 690 | 74.0% |
| Finance is a Need | 309 | 33.1% |
| Emotional Well-being is a Need | 225 | 24.1% |
| Total Offenders | 933 | |

Any questions?

Safer Lewisham Partnership Plan

2017/18

Priorities 2016/17:

1. Peer on peer abuse

2. VAWG

3. Organised Crime

2. Hate Crime

Priority 1: Peer on Peer abuse under 25

Full Priority: in relation to serious youth and group violence with particular focus on knife enabled crime, child sexual exploitation, domestic abuse and drug related activity

| | 2013 | 2014 | 2015 | 2016 |
|-------------------------------|------------|------------|------------|------------|
| Serious Youth Violence | 299 | 217 | 251 | 258 |
| Youth Violence | 641 | 636 | 731 | 722 |
| KCI under 25 | 66 | 54 | 81 | 75 |

Over the calendar year serious youth violence has increased slightly though at a lesser rate than for the capital.

Youth Violence, a wider group of violent offences against young people has declined.

Knife Crime with injury (u25), a particularly problematic crime for London has actually decreased against the general trend

Full Priority: All strands of violence against women and girls with particular focus on Domestic abuse, sexual abuse, and FGM.

| Offences | Jan 2017 | Jan 2016 | Difference |
|--------------------|----------|----------|------------|
| Total Sexual | 689 | 619 | 11.7% |
| Domestic VWI | 1044 | 950 | 9.9% |
| All Domestic Abuse | 3114 | 3171 | -1.8% |
| Rape | 226 | 273 | 20.8% |

There has been a significant rise in rates of sexual violence and rape, although due to rates of underreporting (as high as 90% on some estimates) a decrease in these would not necessarily be a true reflection of .

Domestic Abuse VWI offences have risen but are registering significant decrease over the last quarter

Priority 3: Organised Crime

Full Priority: Focus on work in relation to identified geographical hotspots, premises and people of interest and using regulatory and enforcement provisions across the partnership and community as appropriate. This includes business crime and community safety related issues that impact on local residents.

- Robbery Total has reduced from 769 in Jan 2016 to 760 in January 2017
- Robbery Business has risen by 1 incident in this time, from 77 to 78

Priority 4: Hate Crime

Full Priority: Better understand, responding, monitoring and reaching out to specified groups in relation to a multi agency approach to hate crime

| | 12 months Jan 17 | | 12 months Jan 16 | |
|-------------------------------|------------------|--------|------------------|--------|
| | Lewisham | Met | Lewisham | Met |
| Racist & Religious Hate Crime | 514 | 16,836 | 454 | 14,255 |
| Homophobic Crime | 79 | 2,034 | 87 | 1,825 |
| Anti-Semitic Crime | 6 | 514 | 1 | 462 |
| Islamophobic Crime | 25 | 1,204 | 36 | 1,070 |

Areas of Activity

Mapping and operational on illegal tobacco

Community Trauma approach

Refresh of third party reporting sites

5 key messages campaign

Women's conference



Setting Priorities for 2016/17

National and Regional Things to Consider:

- forthcoming changes to the MOPAC Police and Crime Plan for London
- information from our local strategic needs assessment and local residents survey
- Lewisham's local assessment profiles completed including Serious Youth Violence and Child Sexual Exploitation and Domestic abuse for under 25 year olds
- Inspection reports
- Resource challenges across the partnership

Setting Priorities for 2017/18 (cont...)

Total Notifiable Offences

| Number of Offences | 12 months to January 17 (year) | | 12 months to January 16 (year) | |
|--|--------------------------------|-----------|--------------------------------|-----------|
| | Lewisham | Met Total | Lewisham | Met Total |
| Total Crimes | 24,635 | 763,410 | 24,556 | 737,948 |
| Homicide | 6 | 104 | 4 | 116 |
| Violence Against the Person (Total) | 8,849 | 234,930 | 8,590 | 223,172 |
| Rape | 273 | 6,314 | 226 | 5,466 |
| Other Sexual | 418 | 11,181 | 391 | 10,480 |
| Robbery (Total) | 838 | 23,062 | 846 | 21,731 |
| Robbery (Person) | 760 | 21,416 | 769 | 20,004 |
| Robbery (Business) | 78 | 1,646 | 77 | 1,727 |
| Burglary (Total) | 2,065 | 68,737 | 2,151 | 70,373 |
| Burglary Residential | 1,413 | 43,036 | 1,453 | 44,421 |
| Burglary Non-Residential | 652 | 25,701 | 698 | 25,952 |
| Gun Crime | 87 | 2,385 | 87 | 1,851 |
| Motor Vehicle Crime | 2,295 | 79,164 | 2,425 | 71,979 |
| Domestic Crime | 3,115 | 74,389 | 3,171 | 73,101 |
| Racist & Religious Hate Crime | 514 | 16,836 | 454 | 14,255 |
| Homophobic Crime | 79 | 2,034 | 87 | 1,825 |
| Anti-Semitic Crime | 6 | 514 | 1 | 462 |
| Islamophobic Crime | 25 | 1,204 | 36 | 1,070 |

Lewisham Crime Survey

Crime Survey – 200 respondents

Key Priorities Identified

- Burglary
- Knife Crime
- Robbery
- Drug or Alcohol Related

When asked if they had been a victim of hate crime, the most prevalent areas highlighted were

1. Race, ethnic origin
2. Sexual orientation
3. Disability

When asked the specific question of if they were a young person or the parent/carer of a young person, what concerns them most today, the responses highlighted

1. Street Robbery
2. Street violence
3. Cyber Bullying

Safer Lewisham Priorities: 2017-18

VIOLENCE IN ALL FORMS

1. Gender based Violence

All strands of violence against women and girls. This includes male victims within the defined strands of human trafficking, sexual violence, prostitution, domestic violence, stalking, forced marriage, 'honour'-based violence and female genital mutilation (FGM).

2. Peer on Peer Abuse/ Violence

Focus on young people under Peer on Peer Abuse. This will include work in relation to identified serious youth violence, drugs markets, knives, firearms, trafficking, Child Sexual Exploitation, and cyber crime. Particular focus on contextual violence and risk, harm and vulnerability will be essential.

3 other Violence

Examples include:

- aggravated burglary
- Common assaults
- Violence with injury

This page is intentionally left blank