

Safer Stronger Communities Select Committee		
Report Title	National Probation Service (NPS) and Community Rehabilitation Company (CRC) update	
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Class	Part 1 (open)	

1- Introduction

The Safer Stronger Select Committee last received a report from the National Probation Service and the CRC at its meeting on 14th May 2015. At that time we were less than a year on from the Transforming Rehabilitation (TR) Programme and were still going through a period of stabilisation following the change where Probation services were split. Until June 2014 Probation services in London were delivered by the London Probation Trust. Following TR, the service was divided with the management of low and medium risk offenders being delivered by a Community Rehabilitation Company and the remaining work being undertaken by the National Probation Service.

The purpose of this report is to provide an update to the Lewisham Safer Stronger Committee.

2 - Recommendations:

- To note the report
- Request an further update in a years' time

3- Introduction- The National Probation Service In Lewisham

The National Probation Service is responsible for the following areas of service delivery:

- Advice to the judiciary including Courts and the Parole Board
- Management of MAPPA cases
- Management of all those assessed as posing a High risk of Harm or Serious recidivism.
- Approved Premises
- Foreign National Offenders
- Victim Liaison.

4 - What is the NPS doing to reduce re-offending?

- Advice to Courts: The aim is to ensure that all offenders convicted of a qualifying offence are appropriately assessed and sentencers are offered proposals which meet the offending-related needs of the individual. Offenders are then allocated to the NPS or CRC dependent upon the offence type, the sentence and the risk posed.
- Offender Management: All offenders are allocated to an appropriately trained officer who will undertake a thorough assessment of need and devise a plan to address offending-related issues and risks.
- Enforcement: All offenders are required to abide by the terms of their sentence and failure to do so will result in sanctions such as warnings, increased licence conditions or return to Court or custody.
- Offender Engagement: Successful offender Engagement is critical in improving desistance. At a recent Offender Survey Lewisham and Southwark Probation achieved a rate of 77% of service users rating their contact with the National Probation Service as positive.
- Specialist interventions: Some accredited programmes are delivered by RISE including Thinking Skills and Domestic Abuse programmes. In addition the National Probation Service delivers a range of treatment programmes for sex offenders. We also have specific interventions for those with Personality Disorders including Mentalisation Based Training (MBT)
- Approved Premises: The most high risk and complex service users will spend a short time being managed in a residential setting where they are closely monitored and supported to enable them to safely resettle in the community following a period in custody.
- Multi-Agency Partnerships: The effective reduction in risk and re-offending is dependent on agencies working together to share information and pool resources to provide a package of support and monitoring. Lewisham benefits from a range of such partnerships including MARAC, MAPPA, MASH, IOM and SGO panels.
- Victim Liaison Service: Victim Liaison Officers work closely with Offender Managers and with MAPPA to ensure that we meet our statutory obligations. In addition the information provided assists with safety planning.

5- HMIP Inspection

Her Majesty's Inspectorate of Probation recently conducted an inspection of Probation in a number of North London Boroughs. HMIP made four recommendations, two for NPS only and two joint recommendations for NPS and CRC. An action plan has been devised and is currently being implemented. A forward from the Deputy Director for London is attached in Appendix A.

6- Summary

Staff in NPS Lewisham are committed to providing a quality service where there are good outcomes for individual offenders and their families in that risk of harm

and offending are reduced and they are able to go on to lead purposeful and fulfilling lives. Our aim is to help make the community safer in protecting current and potential victims and reducing crime. Now that the NPS is a more established organisation the priority will be to enhance the quality of our work and to maintain partnership working within the borough.

7- Introduction the CRC

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

- Legacy issues
- Ambition 2020 Change Plan
- The Inspection
- The Report
- Our response to HMIP's recommendations

8- 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.

9- Ambitious 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.

The Change Plan features: 16 workstreams, 90 involving over 800+ work packages containing activities

10- 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

11 - The inspection

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.

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

12- The findings

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.

13- 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.

14 – 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, and 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.

15- Statistics relevant to the CRC are attached in appendix B

16 Legal Implications

16.1 Section 19 of the Police and Justice Act 2006 places an obligation upon Local Authorities to have a committee which scrutinises crime and disorder within its area.

16.2 Within the context of the powers of this committee, the section provides that it should have the power to “ (a) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities for example, police and other relevant partner agencies of their crime and disorder functions; (b) to make reports or

recommendations to the local authority with respect to the discharge of those functions.”

- 16.3 Further, where this committee makes a report or recommendations it shall provide a copy— (a) to each of the responsible authorities, and (b) to each of the persons with whom, and bodies with which, the responsible authorities have a duty to co-operate under section 5(2) of the Crime and Disorder Act 1998 (“the co-operating persons and bodies”).
- 16.4 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.
- 16.5 These statutory duties amongst others are relevant to the production of the Council's Safer Lewisham Strategy.

17.0 Financial Implications

- 17.1 There are no direct financial implications arising from this report for the Council

18.0 Environmental Implications

- 18.1 Specific environmental implications of crime and disorder are reviewed annually through the strategic assessment process and appropriate action taken as required.

19.0 Equalities Implications

- 19.1 Equalities implications are considered throughout the delivery of this change.

20.0 Crime and Disorder Implications

- 20.1 Section 17 of the Crime and Disorder Act 1988, as amended, places a duty upon Local Authorities to consider crime and disorder implications and in particular, “to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.” This statutory obligation is the same for the Authorities “responsible partners” too. The level of crime and its impact is influenced by the decisions and activities taken through the day-to-day functions of local bodies and organisations.
- 20.2 Responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core

activities, can significantly contribute to reducing crime and improving the quality of life in their area.

Background Documents

None

For further information on this report please contact Geeta Subramaniam-Mooney, Head of Crime Reduction & Supporting People, Directorate for Community Services on Tel: 020 8314 9569.

Forward from NPS HMIP Action Plan – Kilvinder Vigurs, Deputy Director

Introduction and background

Over two weeks in September 2016, HMIP conducted a Quality and Impact inspection, looking at work undertaken by the NPS and CRC in the London boroughs of Barnet, Brent & Enfield; Camden & Islington; and Haringey, Redbridge & Waltham Forest.

The quality of practice undertaken was inspected in a sample of 21 cases, nine months after commencement or release. The main focus of the inspection was the quality of work with individuals who have offended, but with a particular emphasis on the impact that this work has had on individuals.

The Final Report has now been published and of the 11 recommendations, four directly concern the NPS:

The Community Rehabilitation Company and National Probation Service should:

- 1. produce easily accessible information to enable all staff to make swift contact with relevant colleagues in each organisation*
- 2. require all staff to work together to solve individual problems and focus on the desired outcome.*

The National Probation Service should:

- 1. make sure that all work is sufficiently focused on public protection*
- 2. improve the quality of information at allocation from the NPS court staff to the CRC.*

The findings of the inspectorate are not unexpected and NPS London already has a number of measures in place to improve practice. These measures include the delivery of quality assurance and improvement initiatives through the divisional business plan. The objectives of the business plan already translate into action plans overseen by various sub groups accountable to the Senior Leadership Team. For example, the work of the Court Delivery Group; the Performance, Quality and Audit Sub Group; the Public Protection Sub Group; and the Learning and Development Sub Group, all contribute positively to this agenda. In addition, each LDU Cluster has a Quality Steering Group and to date the division has had Practice Development Officers in situ to support and develop frontline practitioners.

In response to the inspection and to address the aforementioned recommendations, NPS London has taken the opportunity to consolidate and rationalise its business as usual activities along with existing business/action plans to formulate a single improvement plan.

Kilvinder Vigurs

Deputy Director of Probation- NPS London

Appendix B – Lewisham CRC stats

CRC Caseload Numbers

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

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

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

Integrated Offender management Cohort – 134 (30/11/16)

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

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	