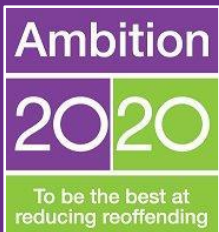




London
Community Rehabilitation Company
An MTCnovo company




Lewisham Safer & Stronger Select Committee

Cassie Newman
Head of Contracts & Partnerships, London CRC
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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**
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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.
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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.

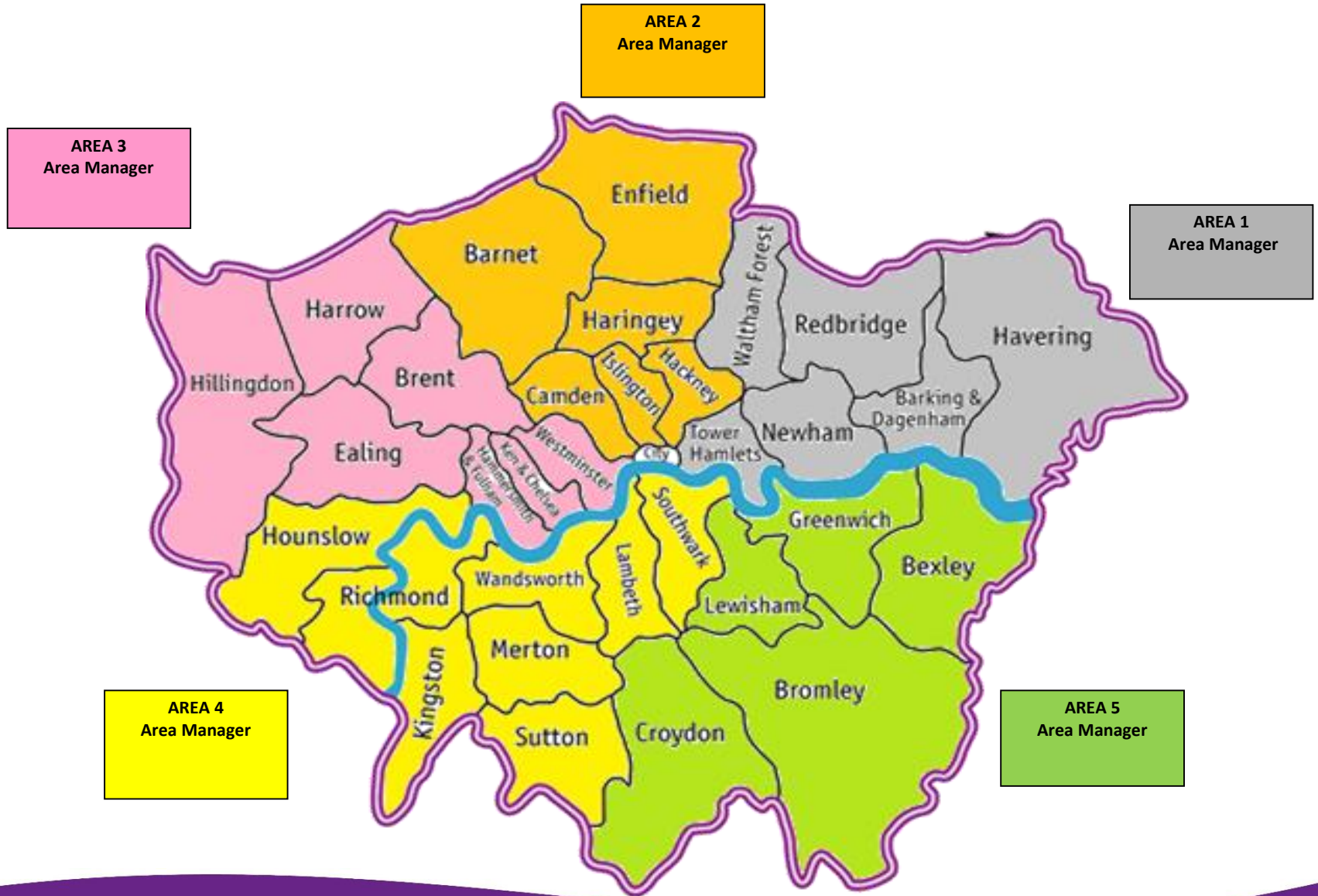
Some key actions are:

- 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?