Barking and Dagenham CSP – May 2018

Steve Calder
Contracts and Partnership Manager - North East
Who are we?

• **London CRC at a glance**
  
  We are part of the British Criminal Justice Service, working with:

  • London Metropolitan Police
  • Courts
  • 32 London Local Authorities
  • Prisons across England, Scotland and Wales
  • National Probation Service.

• We supervise low to medium risk offenders serving Community Orders, Suspended Sentence Orders, and also those in prison, or released on licence to serve the remainder of their sentence in the community.

• High risk offenders are managed by the National Probation Service. When cases are deemed to be increasing to high risk, London CRC will risk escalate these cases to the NPS.
We work with

30,000 Cases
  20,000 In the community
  5,000 In custody
    4,000 Women (12% of caseload)
  8,000 Stand Alone CP
  2,400 Accredited Programmes delivered
Our Operational Model

The core principle of the operational structure is to ensure we are *getting the basics right.*

- Area Managers supported by key roles
- Strengthened local links
- Borough-based offender managers
- Designed to ensure clear lines of accountability and improved service delivery.
Area Managers oversee five to eight boroughs, supported by:

- Interventions Manager
- Quality and Performance Manager
- Contract and Partnerships Manager
- Community Team Senior Probation Officers
Our Focus

For London CRC, last year was about identifying the legacy issues hindering progress, and developing a radical shift in business, cultural and professional practice.

It has taken some time, but 2017 has been a year in which we focus successfully embedding probation practices that have been designed to improve outcomes.

Now, as we begin to embed quality, we are moving towards our reducing reoffending agenda.

- New senior management team
- Accountability structure
- Enforcement briefings
- Performance Training
- Unmanaged cases auditing
- OM Recruitment

- Training for new PSOs
- Custody Team implementation
- Strengthened relationships with key partners

- Interventions strategy
- Estates strategy
- New MI system
- Omnia – new app for managing cases and interventions
HMIP 2017 Quality and Impact Inspection

Recommendations and London CRC’s Action Plan
Recommendation one

Ensure, in all cases, that responsible officers identify the risk of harm posed by individuals and deliver plans of work that protect the public sufficiently.

Action plan:

• **Sentence Plan quality audits**
  – SPOs responsible for monitoring their OMs and implementing improvement plans where necessary; process monitored by Area Managers
  – Monthly case delivery audits carried out by Quality and Performance Team
  – Quarterly case management audits focus on assessment, enforcement and safeguarding.

• **Omnia**
  – Improved risk and needs functionality will drive improvements in risk assessment
  – Modular, service user centric action planning will drive improvements in risk management.

• **REACTA**
  – New safeguarding training and process for all OMs, underpinned by quality assurance and performance management frameworks.

• **PSO training**
  – Comprehensive two week training programme
  – Culminating in job-ready Action Plan, six months of evidenced practice, and follow-up days.
Recommendation two

Improve the range, volume, quality and take-up of interventions to better address individual rehabilitation needs.

Action plan:

- **Interventions strategy**
  - Interventions Managers conducting gap analysis
  - Results will be used to shape a portfolio of interventions that are fit for purpose, evidence-based and drive service users towards adopting a pro-social identity.

- **Evidence based practice**
  - Will apply the latest thinking on desistance to develop a range of evidence-based interventions
  - Interventions, that are evidenced to be effective for individual service user profiles, will be available through the Choose and Book functionality within Omnia.

- **Rehabilitation Activity Requirements (RARs)**
  - Will use learnings to develop a comprehensive suite of RARs to address service user needs.
Recommendation two – continued

Improve the range, volume, quality and take-up of interventions to better address individual rehabilitation needs.

Action plan:

<table>
<thead>
<tr>
<th>Domestic abuse (DA)</th>
<th>Extremism</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Developing training materials to support service user pro-social identity shift</td>
<td>• Training a number of OMs to deliver ‘Delivering Dialogues’ intervention for service users at risk of radicalisation.</td>
</tr>
<tr>
<td>• Reviewing potential new DA interventions, including Positive Relationships group work programme.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gangs</th>
<th>Integrated Offender Management (IOM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reviewing SGO policy and procedures</td>
<td>• Involved in MOPAC IOM working group to help shape thinking on future approach to IOM across London</td>
</tr>
<tr>
<td>• London-wide SGO lead working with Trident to review and ensure effective information sharing</td>
<td>• Continue to attend, and subject to local agreement, co-chair borough IOM panels.</td>
</tr>
<tr>
<td>• Working with MOPAC to develop a knife crime RAR.</td>
<td></td>
</tr>
</tbody>
</table>

| Women’s strategy                                                                                           |                                                                           |
|                                                                                                            |                                                                           |
| • Developing tailored interventions for women service users.                                              |                                                                           |
Recommendation three

Deliver Unpaid Work (Community Payback) effectively.

Action plan

- **Improvement plan focused on**
  - **Quality and performance**: ensuring appropriate enforcement and MI for managing cases to the appropriate standard within 12 months
  - **Projects**: ensuring correct type and number of projects in the right locations, to ensure all service users are able to complete their Unpaid Work hours
  - **Structure and people**: ensuring appropriate structure, roles and skills to deliver Unpaid Work effectively
  - **Stakeholders**: developing internal and external stakeholder strategy
  - **IT**: ensuring Unpaid Work employees (field supervisors in particular) have access to appropriate systems.
Recommendation four

Improve local strategic relationships with partners to support delivery of services and the safeguarding of children.

Action plan

- **REACTA training**
  - New recording convention ensures effective use of safeguarding checks, underpinned by performance management and quality assurance framework
  - Focuses on relevant initial checks, effective management oversight, home visits, referrals and joint working
  - Improved data quality and more meaningful performance reporting.

- **Position statement**
  - Issued to all safeguarding partners at local borough and regional level
  - Confirms level of engagement the CRC will provide at different levels and what MI will be provided.

- **Contracts and Partnerships (C&P) Managers**
  - Five C&P Managers support Area Managers to build relationships at local borough level and attend some Safeguarding Children Board meetings
  - Responsible for relationships with Social Services around the safeguarding agenda.
Recommendation five

Ensure all practitioners have the training, skills and knowledge needed to carry out their duties.

Action plan

• **Practice standards**
  – Established and updated regularly for the CRC’s Communities Directorate
  – Developing specific standards for Community Payback and Programmes teams.

• **Training**
  – Rolling out REACTA training, compliance, and enforcement engagement events
  – Q&P Managers identifying and delivering local training needs
  – Developing comprehensive operational case management training programme
  – Quality assured by Q&P Team and monitored by quarterly Training Governance Group.

• **Support**
  – Area Managers and SPOs hold monthly 1-2-1s and team meetings to review practice, reinforce consistent good standards, enable professional development, and identify training needs.

• **Q&P Managers**
  – Local function to support delivery of practice standards, assure practice activities, deliver training and ensure professional development.
Recommendation six

Use Management Information (MI) to better understand and manage staff workloads, engagement and tensions inherent in delivering a large-scale performance improvement project.

Action plan

• **MI and workloads**
  – SPO and OM dashboards provide overview of workloads, tasks and caseloads, allowing regular review and effective allocation of cases
  – Piloting new triage tool – a framework to better manage and engage with service users according to risk and needs.

• **Inclusion strategy**
  – Feedback from local engagement events used to help shape inclusion event co-created by Director of Probation and cross-grade working group
  – Output will help Equality and Diversity Board shape strategy which will include focus on professional development, practice development and support, and service user needs.
### BDH Service Users

#### Caseloads

<table>
<thead>
<tr>
<th>Service Users</th>
<th>Community</th>
<th>Custody</th>
<th>Licence</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Service Users</td>
<td>509</td>
<td>255</td>
<td>273</td>
<td>1037</td>
</tr>
<tr>
<td>Female Service Users</td>
<td>99</td>
<td>10</td>
<td>23</td>
<td>132</td>
</tr>
</tbody>
</table>

#### Age Range

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Male</th>
<th>Female</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 25</td>
<td>261</td>
<td>90</td>
<td>24%</td>
</tr>
<tr>
<td>26 – 50</td>
<td>624</td>
<td>17</td>
<td>62.8%</td>
</tr>
<tr>
<td>51 and above</td>
<td>107</td>
<td>18</td>
<td>10.9%</td>
</tr>
</tbody>
</table>
## BDH Service Users

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>MALE</th>
<th>FEMALE</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>83</td>
<td>4</td>
<td>22.3%</td>
</tr>
<tr>
<td>Black</td>
<td>175</td>
<td>22</td>
<td>21.9%</td>
</tr>
<tr>
<td>Mixed</td>
<td>48</td>
<td>5</td>
<td>6.4%</td>
</tr>
<tr>
<td>Other</td>
<td>50</td>
<td>8</td>
<td>2.3%</td>
</tr>
<tr>
<td>White</td>
<td>581</td>
<td>89</td>
<td>32.9%</td>
</tr>
<tr>
<td>Not Specified</td>
<td>56</td>
<td>1</td>
<td>13.1%</td>
</tr>
</tbody>
</table>
BDH Offences - Male

- Burglary: 11%
- Criminal Damage: 2%
- Drink Driving: 5%
- Drug possession/supply/import/export/production: 21%
- Fraud/Forgery: 3%
- Handling Stolen Goods: 2%
- Theft (from vehicles and non motor): 8%
- Violence: 34%
- Motor Theft: 2%
- Other: 7%
- Public Order: 7%

Reducing reoffending and improving lives
BDH Offences - Female

- Burglary: 2%
- Criminal Damage: 2%
- Drink Driving: 5%
- Drug Possession/supply/import/export/production: 6%
- Fraud/Forgery: 10%
- Handling Stolen Goods: 3%
- Sexual: 0%
- Theft: 16%
- Violence: 32%
- Public Order: 0%
- Other: 24%

Reducing reoffending and improving lives
Community Payback in Barking and Dagenham

832 Active CP requirement
* includes duplicate orders where a service user has more than one UPW requirement

547 service users instructed to attend CP project in Barking and Dagenham throughout March 2018

1,775 hours of service completed in Barking and Dagenham throughout April 2018
Contact Us

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