

**MEETING**

**SAFER COMMUNITIES PARTNERSHIP BOARD**

**DATE AND TIME**

**FRIDAY 25TH OCTOBER, 2019**

**AT 9.00 AM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF SAFER COMMUNITIES PARTNERSHIP BOARD (Quorum 3)**

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

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**ASSURANCE GROUP**

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5.	Report on the Barnet Zero Tolerance to Hate Crime Project Relevant to Priority 7 of the Community Safety Strategy  Ray Booth, CEO, Barnet Mencap	13 - 26
6.	London Community Rehabilitation Company (CRC) - Inspection Results update <ul style="list-style-type: none"> <li>• Probation reforms and implications for the Safer Communities Partners</li> <li>• Results from the CRC inspection and next steps</li> <li>• Relevant to priority 5 of the Community Safety Strategy</li> </ul> <p><b>Kauser Mukhtar</b> Contracts and Partnerships Lead – North Area London CRC</p>	27 - 100
7.	Family Services <ul style="list-style-type: none"> <li>• Youth Justice Board update</li> <li>• Troubled Families,</li> <li>• Cohorts were there are links to the Safer Communities Partnership Strategy – including Domestic Violence and VAWG, Crime and ASB and demand pressures.</li> <li>• (Relevant to Priority 4 of the Community Safety Strategy)</li> </ul> <p>Tina McElligot Assistant Director of Family Services</p>	101 - 114
8.	Performance Update <ul style="list-style-type: none"> <li>• Standing agenda item – Performance dashboard update on performance and crime trends</li> <li>• Relevant to all priority areas of the Community Safety Strategy</li> </ul> <p>Ben Norfolk Partnership Performance, LBB</p>	115 - 120
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	<b>Kiran Vagarwal</b> Strategic Lead Safer Communities Barnet Council	
10.	Any Other Business	
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## Safer Communities Partnership Board

Minutes of meeting held on 26 July 2019  
Hendon Town Hall, The Burroughs, London NW4 4BQ

AGENDA ITEM 3

Superintendent Louis Smith      Metropolitan Police  
(Chairman)

### Board Members Present:

Steve Leader	London Fire Brigade
Kauser Mukhtar	Community Rehabilitation Company (CRC)
Amlan Kumar Ghoshal	Safer Neighbourhood Board
Kiran Vagarwal	Assistant Director, Community Safety and Regulatory Services, LBB
Peter Clifton	Community Safety Manager, LBB
Richard Norfolk	Reducing Offending Officer, LBB
Ben Norfolk	Community Safety Data Analyst, LBB
Tamara Djuretic	Director of Public Health, LBB
Linda Somerville	Public Health Strategist, LBB
Matt Leng	Community Safety Manager, LBB
Sam Rosengard	Prevent Coordinator, LBB
DI Jason Moseley	Metropolitan Police
Adam Breyer	National Probation Service
Amanda Quinn	Barnet Homes
Tracy Scollin	Governance Officer, LBB

### 1. WELCOME AND INTRODUCTIONS

The Chairman, Superintendent Louis Smith, deputising for the Vice Chairman, Chief Superintendent Sara Leach, invited all attendees to introduce themselves.

### 2. APOLOGIES FOR ABSENCE

Apologies were received from the Chairman, Cllr Roberto Weeden-Sanz and Tina McElligot, Director of Family Services, London Borough of Barnet (LBB).

### 3. MINUTES OF PREVIOUS MEETING

It was **resolved** that the minutes of the meeting held on 12 April 2019 were **APPROVED** as a correct record.

### 4. MATTERS ARISING

None.

### 5. LONDON CRC AND NPS - PROBATION REFORM

The Chairman introduced the item.

The Contracts and Partnerships Lead, London North Area CRC provided an update. She reported that the process of renationalising probation services was due to begin in early

2020. CRC would be working closely with the National Probation Service (NPS) on this. The CRC's priorities were to ensure appropriate objectives had been set as well as focusing on workforce planning and restorative justice and working with victims.

The Chairman noted that after spring 2021 most of CRC's remit would return to NPS. He asked whether some areas of work that would be put to tender to the third sector or private bidders. Ms Mukhtar confirmed that small pieces of work would be put out for tender.

The Assistant Director for Community Safety stated that the last time a restructure had taken place the Integrated Offender Management Scheme had fallen from achieving a good performance to being rated as poor and she asked for this to be fed back for colleagues to note.

**Action: Contracts and Partnerships Lead, CRC**

The Assistant Director for Community Safety noted that substance misuse services would be put out to tender. She asked whether there would be an impact on service provision and what interventions would be available for service users. The Contracts and Partnerships Lead responded that the partnership would focus on 3 areas:

- The Integrated Offender Management Model
- Community payback - a pilot had already been undertaken and there should be no disruption to this. Barnet was being used as an example for other Boroughs.
- Mental health and substance misuse – services are available but in relation to substance misuse it was difficult to know for certain what would happen until more information was available on how the service would be tendered.

Mr Breyer reported that whilst proposals for a new probation operating model were being finalised it would be 'business as usual' for both the NPS and CRC. He added:

- The HM probation inspection in January 2019 had resulted in a 'requires improvement' grading for London although this had been one point below a 'good' rating. The NPS had been running with reduced resources for some time.
- An action plan for NPS London was in place which included regular risk assessments.
- The other area that had been criticised was work with victims. The Victim Liaison Unit was working on its own plan and the NPS hoped to see an overall improvement in future inspections.

## **6. KNIFE CRIME AND SERIOUS VIOLENCE REDUCTION PLAN**

The Chairman introduced the item.

The Director of Public Health spoke to the report on the proposed primary legislation as part of the Government's Serious Violence Strategy. Further to a consultation the Government has decided on a new legal duty to support a local multi-agency approach to preventing and tackling serious violence and has set out the strategies which Community Safety Partnerships must formulate and implement, to explicitly include serious violence. Funding is available and Barnet would bid for this.

Currently in Barnet preventing serious youth violence was overseen by the Children's Safeguarding Board, with strategic oversight by the Safer Communities Partnership Board. A paper from the Insight and Intelligence Network would be put to Barnet's Council Management Team and discussions would be held on the potential gaps and how to strengthen partnership working.

The Community Safety Manager provided an update on the ongoing work which formed the Barnet Community Safety Knife Crime Reduction plan, which was mandated for all London Boroughs by MOPAC. In Barnet over 40 partnership teams had contributed to this and over 40 actions had been agreed. These included intelligence-led stop and search and use of Section 60, plus meetings between the police and community to monitor these, weapons sweeps (Operation Sceptre) – the police had completed over 180 in the past three months. The plan also included prevention, protection and educating young people as part of the Growing Against Violence scheme.

Barnet had launched Barnet REACH (Resilient Engaged Achieving Children) to support young people to reduce their vulnerability to gangs and serious violence and had so far worked with 45 young people (ages 11-17) every quarter.

NHS England had provided funding for liaison services in collaboration with the police, to assess young people and to provide relevant interventions to offer ways out of crime.

The Community Safety Manager outlined updates to the plan since May 2019:

- In March 2019 there had been a multi-agency learning event 'Adolescents at Risk' with Art Against Knives, the police and others.
- Additional support has been made available for children in care leavers, including counselling
- The Youth Offending team is delivering one-to-one sessions with all young people identified at risk of carrying knives being referred to the 'No Knives Better Lives' initiative
- 0-19 delivery hubs; to support community and school-based activities; linked to Growing Against Violence scheme.
- Forensic psychologist collocated with Youth Offending Team; funding until March 2020
- Police working to engage schools in anti-knife crime activity.
- CRC and NPS has team of 3 practitioners; safer streets interventions in north London. Focussed on violent crime service users.

The Community Safety Manager presented recent MOPAC data on knife crime in Barnet:

- 5% increase in Barnet in the past year and there had been a gradual increase over the past 3 years though this increase had been slower than that across London overall. 19% of knife-crime related offences in Barnet had involved robbery which was close to the London average.
- Barnet had the 7<sup>th</sup> lowest incidence of knife crime across all London boroughs over the past 12 months
- 51% of knife crime in Barnet had happened in four wards: Childs Hill, Burnt Oak, Colindale and Hendon. 61% of knife crime with injury where the victim was under

25 were in six wards: Burnt Oak, Edgware, Coppetts, Hendon, Underhill and Child Hill

Public perception in Barnet showed less fear and concern about crime than in London overall. The Chairman asked Inspector Jason Mosely to update the Board on public perception and the use of stop and search.

Inspector Mosely reported that additional funding had been granted providing Safer Neighbourhood Boards with the opportunity to undertake proactive work. One of these would be Ward walk alongs - he had circulated an email to 21,000 Barnet residents inviting them to meet with their local police officers and had received 200 expressions of interest so far. The Ward walk along would become business as usual.

Inspector Mosely noted that there would be a focus on the Wards with higher crime rates which would have plain clothes officers patrolling six days per month and working with the Council's CCTV to target perpetrators. Stop and search and dispersal notices would be used. More offenders would be brought to justice and more knives taken off the streets.

The Director of Public Health asked whether it tended to be the same perpetrators in those Ward with higher rates of knife crime. It would be helpful to understand the reasons for the public perception on knife crime in Barnet as it was high in relation to actual knife crime.

The Assistant Director for Community Safety responded that a decision had been made to refer habitual knife carriers to the Offender Management Scheme for more intense intervention. Also a piece of work would be undertaken around county lines and gangs and brought back to a future meeting.

Inspector Mosely added that the Ward walk alongs should help to provide more reassurance to residents and the Police would continue to increase engagement with schools across Barnet.

## **7. ANNUAL UPDATE ON THE VIOLENCE AGAINST WOMEN AND GIRLS 2015-2020 STRATEGY**

The Chairman introduced the item.

The Assistant Director, Community Safety and Regulatory Services, presented her report – an update on the delivery of the Barnet Violence Against Women and Girls (VAWG) 2017-2020 Strategy.

The four priorities of the Barnet Safer Communities Partnership in relation to VAWG Strategy are: prevention of VAWG, improving outcomes for victims and their children, holding perpetrators to account and enhancing joint working practices between agencies.

The Assistant Director, Community Safety and Regulatory Services noted that Barnet's rate of domestic violence (DV) and abuse is 13 per 1,000 population – the third lowest of the 32 London Boroughs. There had been an increase in the number of offences by 5.6% in the past year. The Sanction Detection Rate was 13%.

Barnet's interventions included:

- continued funding of specialist services for victims such as refuges and the Domestic Abuse MARAC.
- Commissioning of RISE Mutual CLC to deliver an adult and young people's perpetrator service to support perpetrators in behavioural change.
- Barnet's One Stop Shop (OSS) a drop-in service for early intervention and advice for victims of Domestic Abuse.
- Barnet council and its partners including Victim Support; has provided support to 486 victims of DA in 2018/19.

## 8. FAMILY SERVICES

The Chairman introduced the item.

The Community Safety Manager presented the slides on Family Services:

- 3990 families had been attached to the Troubled Families Programme which would end in March 2020. Barnet was on track to meet its targets.
- The number of cases open to the Youth Offending Team (YOT) was the lowest ever but many of the cases had complex needs and were more frequent offenders. There had been a 60% reduction in the number of offenders entering the criminal justice system in 2018/19.

The Chairman noted that the majority of crime was caused by 17-21 year olds; often offending ceased at a later stage so causes for the behaviour did not always get reported. Transitional safeguarding was a London-wide issue. Contracts and Partnerships Manager, CRC, reported that CRC would be holding an event to discuss transition from youth to adult services.

The Director of Public Health noted that it would be useful to do some work in this area. For most young people Domestic Violence (DV), school exclusions and substance misuse were factors. The Assistant Director, Community Safety and Regulatory Services agreed to take this back after the meeting for consideration.

**Action: Assistant Director, Community Safety and Regulatory Services**

The Assistant Director, Community Safety and Regulatory Services noted that information on prevention around first time entrants would be provided at the next update. The Community Safety Manager would look into reasons behind arrests in this cohort.

**Action: Community Safety Manager**

## 9. SUBSTANCE MISUSE NEEDS ASSESSMENT

The Chairman introduced the item.

The Barnet Public Health Strategist gave a presentation on Adults' and Young People's Substance Misuse Needs Assessment.

The Public Health Strategist noted that the contract would end in April 2020 so substance misuse services would be re-commissioned. The needs assessment recommended:

- focus on prevention, effective treatment and recovery
- improved performance in particular with alcohol clients

- review of provision of GP shared care and needle exchange
- improvement to criminal justice pathways to increase clients in treatment
- improvement with clients with trigger trio issues of DV. Substance misuse and mental health issues
- An integrated model for treatment and prevention for adults and young people was proposed with increased focus on prevention, particularly for school-age children
- Improved continuity of care between prisons and the community.
- Continuing the provision of hospital-based alcohol services such as Identification and Brief Advice (IBA)
- Commissioning for Quality and Innovation being used to reduce A&E attendances.

The Chairman asked whether supporting data were available to show life outcomes as well as completion of treatment programmes. The Public Health Strategist would investigate and bring this back to the Board.

**Action: Public Health Strategist**

The Chairman reported that the Met Police had set up a Drug Related Violence Strategy to focus on the outcomes of drug use and to try to reduce violent outcomes due to drug use and drug dealing. Partners would be invited to discuss this with the Police. The focus would be on enforcement around long term medium level suppliers and on street dealers, as well as prevention around first use of drugs.

The Director of Public Health added that this also could provide an opportunity to strengthen referral pathways to ensure that referrals are being followed through.

## 10. REPORT ON PROGRESS OF DELIVERING THE PREVENT STRATEGY

The Chairman introduced the item.

The Prevent Coordinator spoke to his slides, giving an overview of the local Prevent Strategy's key action areas:

- Barnet's Prevent Delivery Group oversees the work and reassesses the risk on a quarterly basis as well as reviewing the Action Plan each quarter
- Channel Panel sits beneath the Delivery Group and provides risk assessments; if individuals do not meet the criteria for Prevent interventions they will be referred to another workstream
- The Local Authority leads assessments on the risk of extremism, radicalisation and community tensions. The CEO of Barnet reviews the risk assessments and submits these to the Home Office. Actions are put in place to address areas of risk, based on the Counter Terrorism Local Profile
- Training has been delivered to Local Authority staff and staff operating across the Barnet partnership including Barnet Homes, Re, NPS, CRC and Barnet Mencap since the launch of Prevent in 2017.
- Prevent training is being offered to all Barnet schools.
- Venues owned by Barnet Council are being checked to ensure they do not provide a platform for extremists' views.
- An annual audit of schools is carried out by the Prevent Education Officer on each school's use of web filtering
- Home Office funding had been provided to map voluntary supplementary education in the Borough

- Prevent has become business as usual, integrated into existing safeguarding strategies.

The Chairman enquired about the number of individuals the Channel panel had been involved with over the past year. The Prevent Coordinator stated that 15 had gone through the process and high numbers were not expected. The Chairman asked about any changes since the fall of ISIS. The Prevent Coordinator responded that over the past year ISIS-related referrals had reduced to 50% of cases. There had been a considerable increase in far-right extremist cases which made up a quarter of referrals. A quarter were 'unspecified ideology' maybe due to mental health or other issues. The Home Office had directed that the 'unspecified ideology' group should be taken on by Channel Panel.

## **11. PERFORMANCE UPDATE**

The Chairman introduced the item.

The Community Safety Data Analyst presented the report:

There had been an increase in the number of burglaries over the past 12 months, which was in line with the London average increase. Business and commercial burglary had increased by 17% in the last quarter in Barnet. The Police had provided a robbery profile to the Council which had been shared with relevant colleagues.

The Chairman noted that the top priority of the Police in Barnet is serious violent crime including aggravated burglary. Robbery was also high priority.

The Community Safety Data Analyst noted that there had been a slight increase in Barnet in violent crime over the last year but it remained the second lowest in London for this type of crime.

## **12. FORWARD PLAN**

This was noted.

## **13. ANY OTHER BUSINESS**

None.

## **14. DATE OF NEXT MEETING**

Friday 25<sup>th</sup> October 2019 – **please note earlier start time of 09:00hrs**

The meeting finished at 11.50 am

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<b>Report Name:</b>	<b>Update on the Barnet Zero Tolerance to Hate Crime Project</b>	
<b>Meeting:</b>	<b>Safer Communities Partnership Board</b>	
<b>Meeting Date:</b>	25 <sup>th</sup> Oct 2019	
<b>Enclosures:</b>	-----	
<b>Report Author:</b>	Reshma Hirani and Peter Clifton	
<b>Outcome Required:</b>	Information Only X Decision Required Feedback/comments required	
<b>Restricted</b>	No	

## Summary

This report provides the Barnet Safer Communities Partnership Board (BSCPb) with an update on the work to tackle Hate Crime in Barnet, and, the progress of the Barnet 'Zero Tolerance to Hate Crime' Project<sup>1</sup> which aims to: increase people's confidence to report Hate Crimes in Barnet; improve the support for victims of Hate Crime; and raise awareness of how to report Hate Crime in Barnet.

Barnet Council and Police are committed to working together with residents and communities in Barnet to tackle Hate Crime. Barnet's Safer Communities Partnership Strategy includes tackling Hate Crime as one of its priorities – in line with the Barnet 2024 corporate objective of *celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime*.

The Safer Communities Partnership will continue working together with partners and the community to tackle Hate Crime and address under-reporting.

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<sup>1</sup> Throughout this report 'the Project' refers to the 'Barnet Zero Tolerance to Hate Crime Project' unless stated otherwise.

## Background context

- 1.1 In 2016/17 the Safer Communities Partnership Board and Safeguarding Adults Board launched a joint initiative aimed at encouraging more victims and witnesses of Hate Crime to report incidents. Under this initiative, in partnership with local voluntary and community organisations Hate Crime reporting centres were set up across the borough. The centres provide an alternative way for victims to report Hate Crime to trained staff, and for victims to receive information and advice about the support available to them.
- 1.2 To build on this work, the Barnet Safer Communities Partnership secured funding from the MOPAC<sup>2</sup> London Crime Prevention Fund for **2019/20**. This resource is being used to fund the Hate Crime Awareness coordinator post, based within, Barnet MENCAP<sup>3</sup>. The role of the coordinator is to lead on driving forward the Barnet '*Zero Tolerance to Hate Crime project*' which aims to strengthen the partnership approach to tackling Hate Crime by supporting the joint work of the Safer Communities Partnership Board, Safeguarding Adults Board and Barnet MENCAP to raise awareness, encourage reporting and improving access to justice for victims.
- 1.3 This following section of this report provides an overview of the Barnet '*Zero Tolerance to Hate Crime*' project, a summary of the project's progress to date (as at **Quarter 2 of 2019/20** - the projects third year) and details the next steps for the months ahead.

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<sup>2</sup> The Mayor's Office for Policing and Crime

<sup>3</sup> Mencap is a UK charity for people with a learning disability

## Update on the 'Zero Tolerance to Hate Crime' project

### Project Aims

2.1 The main aims of the 'Zero Tolerance to Hate Crime' project are:

- To increase the engagement with community based groups at a neighbourhood level, building a resilient network of voluntary and community organisations that have increased awareness of crime and ASB<sup>4</sup> affecting their communities and are enabled to work with us to protect the most vulnerable in their communities.
- To support victims of Hate Crime<sup>5</sup>, who may not have the confidence or know how to report incidents to the police or statutory services, so that they can report to a trusted organisation and receive the appropriate advice and support aimed at increasing their confidence in reporting and accessing support services.
- To contribute towards addressing the issue of under-reporting of Hate Crime by increasing the confidence of victims.
- To improve access to justice for disabled people by addressing the links between adult safeguarding and Hate Crime and contributing towards the prevention of repeat Hate Crime against vulnerable adults by improving identification and intervening early.
- To increasing awareness of hate crime and increasing reporting to the Police by delivering staff training on identifying and reporting hate crime and organising community events and specialist workshops

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<sup>4</sup> Anti-social behaviour

<sup>5</sup> including those linked to hostility or prejudice against someone's disability, race, religion and faith, transgender identity or sexual orientation

## Zero Tolerance to Hate Crime project – key activity update

### Supporting the Hate Crime Reporting Centres

- 3.1 The Barnet Zero Tolerance to Hate Crime Project co-ordinates nine sites across Barnet, where people have an alternative way of reporting hate crime. Reports can be made to the Police using the online reporting facility, True Vision. Staff can assist vulnerable adults to make the report and provide or signpost victims for additional support. True Vision is a Home Office initiative which allows the volume, category and location of hate crime to be tracked nationally.
- 3.2 The nine Hate Crime Reporting Centres are spread across the borough and are: Barnet Homes; Your Choice Barnet; Barnet Mencap; Inclusion Barnet; Community Barnet; GALOP; Hft; Homeless Action Barnet; and Community Security Trust. These centres represent a diverse cross-section of the community.
- 3.3 Each of the Reporting Centres has now received hate crime reporting staff training so that members of staff feel confident to identify hate crime and support victims through the reporting process. Over the last 18 months over **50 members of staff** from the Reporting Centres have completed Hate Crime reporting training provided by the project.
- 3.4 The Hate Crime Awareness Co-ordinator has created a point of contact for all Reporting Centres and other voluntary and community organisations to come together to share information and resources, establish reporting procedures and referral pathways and provide a co-ordinated support service to victims and witnesses of hate crime.
- 3.5 **Next Steps**
- 3.6 To build on the success of the existing reporting centres, the Barnet Zero-Tolerance will be offering to support other organisations to become Hate Crime reporting centres. This offer will be extended towards the organisations which have already been collaborating with the Zero-tolerance to Hate Crime project (as in addition to the work with the Hate Crime reporting centres the Project has been establishing links with other organisations across the borough including Middlesex University, Barnet Multifaith Forum, BOOST Burnt Oak and Childs Hill, and Citizens Advice).

### **Hate Crime awareness and reporting training**

- 3.7 A key aim of the Hate Crime Reporting Project has been to train staff at the Reporting Centres, and across the partnership more generally, to be able to identify hate crime and support service-users to report hate crime to the police. Staff working with the most vulnerable are in a position to witness hate crime and/or hear about incidents involving hate crime.
- 3.8 During 2019, staff Training has been carried out at the following groups and organisations:
- Barnet Council - Adult Safeguarding (User Forum and Adult Safeguarding Team Lead)
  - Middlesex University
  - Barnet Council - The Network
  - Healthwatch Barnet
  - Homeless Action Barnet
  - BOOST: Burnt Oak and Childs Hill (Barnet Homes)
  - Brent Cross Shopping Centre
- 3.9 Over the last 18 months the Project has delivered 14 staff training workshops to a total of over **120 attendees**, across the following groups and organisation:
- Your Choice Barnet (3 Workshops)
  - Community Barnet
  - Barnet Group Safeguarding Team
  - Barnet Homes – Neighbourhood Management Team (Graham Park)
  - Hft
  - Barnet Well Being Hub
  - Adult Safeguarding User Forum
  - Middlesex University Disability Forum
  - The Network, Barnet Council
  - Healthwatch Barnet
  - Homeless Action Barnet
  - Adult Safeguarding Team Lead
  - BOOST – Barnet Homes
  - Brent Cross Shopping Centre

### **3.10 Next Steps**

**3.11** During Q3 and Q4 of 2019/20 the Project's Hate Crime Awareness Co-ordinator will offer training to the following organisations, groups and frontline services:

- Let's Talk IAPT (Improving Access to Psychological Therapies (IAPT) in Barnet, Enfield and Haringey Mental Health Trust, based at Edgware Hospital;
- Health and Social Care settings: Barnet, Chase Farm, Royal Free and Edgware Hospitals – Therapies Teams and A&E staff;
- Citizens Advice, Hendon;
- Barnet Refugee Service;
- Other Housing Associations operating in Barnet – Genesis Housing, Christian Action Housing.
- Broadwalk Shopping Centre, Edgware.

### **Communications campaigns**

4.1 A Hate Crime awareness raising campaign which was launched in advance of Hate Crime Awareness Week in October 2018) has continued through 2019.

4.2 The Hate Crime Awareness Poster has been displayed at all Reporting Centres and related locations and organisations which have had hate crime reporting training. All Reporting Centres also continue to display at least one True Vision poster on their notice board or front door/window. The poster highlights that the venue provides a Hate Crime reporting function.

4.3 A Hate Crime Reporting Leaflet has been produced by Barnet Mencap "A Guide to Reporting Hate Crime in Barnet". This leaflet provides information on how to identify and report hate crime. The leaflet has been circulated at each of the Reporting Centres, and also at the Barnet Wellbeing Hub, Healthwatch Barnet, Middlesex University, Barnet Metropolitan Police, Safer Transport Police, The Network (Barnet Mental Health support), Brent Cross Shopping Centre, BOOST (Burnt Oak and Childs Hill), Burnt Oak Library, Mill Hill Library and Finchley Church End Library.

4.4 The following partner organisations are using social media to raise awareness of hate crime reporting: Barnet Mencap, Community Barnet, The Barnet Group, GALOP, CST, Barnet Metropolitan Police, Middlesex University, Tell Mama and Barnet Multifaith Forum.

- 4.5 The Hate Crime Awareness Co-ordinator now produces bi-monthly Hate Crime E-Bulletin's which include recent news stories, project updates and information on hate crime awareness events and workshops. The Bulletins are circulated to all Reporting Centres, partner organisations and the Hate Crime Champion Database. It provides a good way to continue engagement with the more than **300 people** who have signed up to be Hate Crime Reporting Champions in Barnet and offer them refresher training sessions on reporting hate crime.
- 4.6 **Next Steps**
- 4.7 Maximising the effective use of social media to promote the Project will be a focus for the Hate Crime Awareness Co-ordinator during Q3 and Q4 of 2019/2020

### **Hate Crime Awareness Week**

- 5.1 National Hate Crime Awareness Week took place in October 2019. From 14th to 18th October 2019, during this week the Barnet Zero Tolerance to Hate Crime Project hosted a number of events across the borough to encourage people to become Hate Crime Reporting Champions. Expertise was shared by the Metropolitan Police, Barnet Council's Community Safety Team and community organisations including Barnet Mencap, Barnet Homes, Community Security Trust and Inclusion Barnet to spread public awareness and understanding of hate crime, and the effect it has on its victims.
- 5.2 Events took place at Burnt Oak Library, BOOST (Childs Hill), Barnet Council (Colindale), Broadwalk Shopping Centre and Golders Green bus station.
- 5.3 Staff and volunteers talked to members of the public about identifying hate crime and the ways in which it can be reported to the Police. There was information about the Hate Crime Reporting Centres and it was explained that adults-at-risk can get support if they need assistance to speak up about hate crime. The information included explaining that it is important to report hate crime as it helps the Police and Community Safety Teams allocate their resources and prevent hate crime from happening.
- 5.4 Over the course of the week, **over 150 residents and staff** in Barnet signed Hate Crime Awareness pledges or signed up to become Hate Crime Reporting Champions. Representatives from partnership organisations signed up to the projects pledge to:

- work together to build a safe and strong community where people get along well
  - take a zero-tolerance approach to hate crime
  - encourage and support our residents to speak up and report hate crime, and seek support from our Hate Crime Reporting Centres
  - record all incidents of hate crime, investigate reports and take action
- 5.5 The awareness raising event at Barnet Council's main offices in Colindale on Wednesday 16th October 2019 saw over 45 staff sign up to become Hate Crime Reporting Champions.
- 5.6 Next Steps**
- 5.6 National Hate Crime Awareness Week will take place again in October 2020 and Barnet community and voluntary organisations will be encouraged to mark this event again.

### **The Hate Crime Awareness Forum**

- 6.1 The Hate Crime Forum provides an opportunity for representatives of each of the Hate Crime Reporting Centres, representatives of other voluntary and community organisations who are concerned with community safety, safeguarding and well-being and the police to come together to discuss hate crime issues in Barnet. Members can raise concerns, share resources and draw on skills and knowledge of partners. It also gives members an opportunity to provide feedback to Barnet Council's Community Safety Team.
- 6.2 Hate Crime Forum meetings took place on 7th February and 7th May 2019. The forum on 7th February focused on the work being done by the Safer Transport Team and the "Achieve the best outcomes in the pursuit of justice and in support of victims - Victims, Hate Crime, Schools" project. Members also discussed the idea of a Hate Crime Bulletin to be circulated to Reporting Champions.
- 6.3 The forum on 7th May included an update from the Hate Crime Co-ordinator, discussion with Safer Transport Police on Police response to incidents involving hate crime and a presentation from the Community Engagement Co-ordinator on the Together, we are Barnet project. The meeting also focused on the results of the Victim Survey carried out by the Hate Crime Co-ordinator for Barnet Mencap's hate crime victims

6.4 On 6<sup>th</sup> September 2019, a joint meeting of the Hate Crime Forum and the Barnet Safeguarding Adults Board's Access to Justice sub-group took place.

### 6.5 **Next Steps**

6.6 The Hate Crime Form will continue to take place be held as part of the Access to Justice Sub Group ensuring close links between the Project, and the work of the police and Safeguarding board to improve access to justice for vulnerable adults.

## **Engaging with Community and partnership Groups**

7.1 *The Barnet Islamic Network Meeting:* In April, the Hate Crime Awareness Co-ordinator gave a presentation on the Hate Crime Project to the Barnet Islamic Forum at the North London Jammah Khanna Ismaili Centre. Members included the representatives of the Somali Centre, Hendon Mosque and Islamic Association of North London. The Hate Crime Co-ordinator will arrange separate hate crime reporting workshops with some of the faith leaders for their respective places of worship.

7.2 *Gypsy Roma Traveller:* The Hate Crime Reporting Co-ordinator has met with the Partnerships and Community Development Manager of the London Traveller Movement. The London Traveller Movement has Twitter and Facebook accounts and can help to disseminate information and the Hate Crime Co-ordinator will work with the Partnerships and Community Development Manager and her colleagues to provide support and develop appropriate information sharing resources.

7.3 *Middlesex University:* The Hate Crime Awareness Co-ordinator participated in Middlesex University's project called "Changing the Culture". In June, the university hosted an event where media students showcased their short films about speaking out against hate crime and changing the culture. The Hate Crime Co-ordinator hosted an awareness raising stand and engaged with students and faculty to raise awareness of hate crime reporting. Middlesex University has prepared a Building Bridges Video Campaign Book (based on the students' short films) for The Zero Tolerance to Hate Crime Project to use at Awareness Raising Workshops.

7.4 *Barnet Multifaith Forum:* The Hate Crime Reporting Co-ordinator is working with Barnet Multifaith Forum on a project which is being funded

by the Home Office under the “Building a Stronger Britain Together Fund”. M&C Saatchi will develop a social media campaign including a Facebook Page and a short film to focus on supporting faith, race and religious groups in Barnet. The Hate Crime Co-ordinator will continue to work with these partners to ensure that hate crime awareness and reporting information is incorporated into this campaign.

7.5 *Barnet Homes - BOOST*: The Hate Crime Co-ordinator will work with Barnet Homes group BOOST, to trial Drop-In Surgeries at local venues such as Burnt Oak Library. This will be so residents can come and discuss any hate crime related issues or concerns and can be given information and advice on reporting to the Police and/or housing association (where relevant).

## 7.6 Local and National Partners

7.7 The Hate Crime Reporting Co-ordinator attended the following meetings and conferences in 2019, to promote the Zero Tolerance to Hate Crime Project, share ideas and objectives and ensure that the project is proceeding in line with national hate crime initiatives.

7.8 *HEAR Pan-Equality Hate Crime Network* - Quarterly Meetings where charities and other community and voluntary organisations and representatives of other London Boroughs come together to challenge hate crime. The Hate Crime Co-ordinator attended meetings on 14th May 2019 and 13th August 2019. The Hate Crime Co-ordinator reported on the objectives met by the borough of Barnet during Hate Crime Awareness Week 2018 and on the progress of the project generally.

7.9 The meeting on 14th May 2019 focused on the Law Commission's Review on Hate Crime. Hosted by Inclusion London, members were able discuss with the Law Commission about the potential changes could be made to ensure that hate crime law meets the needs of deaf and disabled people and those affected by LGBT hate crime.

7.10 The Meeting on 13th August 2019 focused on the race and faith hate debate about the Law Commission Review. The meeting also focused on plans for Hate Crime Awareness Week.

7.11 The Hate Crime Awareness Co-ordinator has, this year, had requests from hate crime co-ordinators from other boroughs as they would like to develop similar projects. Barnet appears to be one of the leaders in its hate crime work, particularly in the set-up of Hate Crime Reporting Centres and its recruitment Hate Crime Champions. Other similar

projects are running in Redbridge, Greenwich, Camden, Islington, Ealing, Tower Hamlets and Lewisham. The Hate Crime Co-ordinator meets with representatives and Hate Crime Co-ordinators from each of these areas at the quarterly HEAR Network meetings.

- 7.12 APPG: The Hate Crime Co-ordinator attended the All Party Parliamentary Group on Learning Disability Hate Crime on 9th July 2019. The discussion included an exploration of the importance of effective information sharing arrangements.

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## User group Workshops

8.1 Since the start of the project in September 2017 (to September 2019) the Hate Crime Co-ordinator has delivered 15 hate crime awareness workshops for **230 attendees**. The Hate Crime Co-ordinator has delivered the following workshops for service users:

Organisation / Event	Date	Number of Attendees
<b>Group / Organisation / Event</b>	<b>Date</b>	<b>Number of Attendees</b>
Adult Safeguarding User Forum	January 2018	30
Communities Together Network	March 2018	20
Flower Lane Day Centre	May 2018	12
ACE Faith School	June 2018	50
Disability Hate Crime Workshop – Inclusion Barnet	June 2018	11
Disability Hate Crime Workshop – Barnet Mencap Equality Housing	October 2018	11
Disability Hate Crime Workshop – Barnet Mencap, Have Your Say Engagement Group	October 2018	12
Disability Hate Crime Workshop – Hft service users	October 2018	21
Adult Safeguarding User Forum	January 2019	24
Barnet Islamic Forum	April 2019	12
Social Media Workshop Barnet Mencap – COPS Group	July 2019	5
Barnet Multifaith Forum	July 2019	4
Social Media Workshop – Barnet Mencap, Have Your Say Engagement Group	August 2019	9

8.2 *Background context:* Research was carried out during the early stages of the project with service user groups to help to identify reasons for under-reporting and suitable ways to promote the Hate Crime Reporting Centres. Feedback was received from the Adult Safeguarding User

Forum, the Barnet Mencap Engagement Group, and People Bank's Keeping Safe Working Group.

- 8.3 This research was carried out in late 2017 and early 2018 and has helped to identify suitable ways to raise awareness and provide support, particularly for adults at risk. It has also been used to develop appropriate training workshop packages for user groups and training for staff. Workshops have then been offered to those user-groups to tackle the concerns that were raised. These workshops are continuing through 2019/20.

### **Joint work with the Police**

- 9.1.1 The Hate Crime Reporting Co-ordinator continues to work with the Metropolitan Police in Barnet and, the Safer Transport Team. The Hate Crime Co-ordinator has been invited to attend the Metropolitan Police First Response Centre to review how the police call handling team members and despatch officers take calls.

### **A coordinated approach to safeguarding**

- 9.1.2 The Hate Crime Awareness Co-ordinator is working with the Barnet Adult Safeguarding Board members towards meeting meet the following objective:

*“Ensure that there is a coordinated approach to safeguarding adults at risk and tackling Hate Crime. Referrals and reports should be made where appropriate, with a person-centred approach and outcomes which include feeling safer, preventing further harm and redress through the Criminal justice system.”*

#### **9.1.3 Next steps**

- 9.1.4 The Hate Crime Co-ordinator is producing a 7-minute briefing so that Adult Social Care staff can be trained. The Hate Crime Co-ordinator will conduct refresher training to Reporting Centres, including information on the risk-referral pathways.

- 9.1.5 The Hate Crime Co-ordinator will also deliver the Safeguarding leaflet which has been produced by Adult Social Care, to all Reporting Centres and associated organisations. This leaflet sets out the procedures and pathways for safeguarding.

9.1.6 The Hate Crime Co-ordinator is also developing online information on hate crime reporting, which will be included on the Adult Social Care and Safeguarding website (part of Children's MASH).

**Hate Crime Statistics**

10.1 Overall, Barnet's reported incidence of racist and religious Hate Crime remains below the London average. However, the Barnet Safer Communities Partnership recognises that Hate Crime is, both locally and nationally significantly underreported.

10.2 Rate of Hate Crime reported *per month* in Barnet since 2017

Category of Hate Crime	2019 Jan-Aug	2018	2017
Race and Religion	69.8	61.5	58.5
Anti-Semitism	14.0	16.1	10.6
Anti-Muslim	3.5	2.2	5.6
Disability	1.3	1.2	1.9
Homophobic	5.8	2.9	4.0
Transgender	0.5	0.4	0.3

**[Report Ends]**



IP Inspection into London CRC  
ing for London Leaders

ust 2019

# HMIP Inspection report into London CRC

## Background

On Wednesday 21 August 2019, Her Majesty's Inspectorate of Probation (HMIP) published its inspection of London CRC. The report is based on fieldwork which started in April 2019.

You can read the [full report here](#).

We have issued a press release to mirror the timing of the statement from HMIP

We've communicated the headlines of the report and our response to all employees

We have sent a letter to key stakeholders including MPs and Local Authority Leaders and Chief Executives with our response to the report, inviting them to come in and find out more about the work we do

Posted a number of Tweets with positive statements about the report's findings

## Our response



MTC Executive Director of Probation at London and Thames Valley CRCs, Gabriel Amahwe, said:

*“Today’s report recognises the hard work, commitment and professionalism of MTC and the London CRC in turning around a service that for many years prior to the probation reforms fell short of the standards the public rightly expects.”*

*“Our investment in the service, people and technology since we took over responsibility for the Community Rehabilitation Company in 2014 is paying off. We have significantly upgraded the services we deliver and these will continue to improve in the months ahead.”*

[You can read the full press release here.](#)

# Key points of the report

The overall rating is 'Requires Improvement'. London CRC was one point off a 'Good' rating but was brought down by the quality of its buildings and some case supervision.

London CRC is the first Community Rehabilitation Company in the country to score 'Good' or 'Requires Improvement' in all ten areas of work inspected.

Inspectors praised the “comprehensive range of services and initiatives to reduce reoffending”.

The report described the London CRC employees as “resilient, positive and enthusiastic” saying they deliver a personalised service that brings about “lasting change”.

Inspectors said London CRC has developed a “well-defined” strategy, “impressive” culture and puts offenders at the heart of decision-making and service delivery.

London CRC is exceeding targets and outperforming most other probation services on key measures (83% of individuals at London CRC successfully complete their community orders or suspended sentence orders compared with 82% at LNPS and 78% nationally).

# Recommendations:

## London CRC should:

- . Improve the quality of planning, service delivery and reviewing to help keep actual and potential victims safe
- . Make sure that management oversight is consistent and effective in supporting responsible officers to manage public protection and safeguarding concerns
- . Ensure workloads are manageable so that staff can deliver personalised services effectively
- . Improve the analysis of management information relating to offending data so that it is less fragmented and can better inform decision-making
- . Ensure that all delivery units have enough fully functioning personal safety alarms, to enable staff to carry out home visits as and when necessary.

## The Ministry of Justice should:

- . Ensure that probation facilities, where jointly shared with NPS staff, are well maintained and provide a safe environment for both CRC staff and those under probation supervision.

# Actions to improve

Inspectors praised MTC for spending an additional £250,000 on enhancing Ministry of Justice-owned buildings for the benefit of all service users and probation teams.

Inspectors recognise that our new case management system, Omnia, is already helping employees to improve the quality of work and risk management.

We are also implementing monthly assurance audits focused on quality indicators of safeguarding, risk management, recording and interventions. Verbal and written feedback will be provided to practitioners.

We are introducing a new training programme to support a consistent understanding across the CRC of quality case management. Modules include: assessment and sentence planning; risk management; compliance; and enforcement and recording.

# Questions and answers

There are a number of questions with prepared answers to help your understanding of the key findings of the inspection report and support you in answering any questions employees in your team may have.

## How will you make sure employees do more to address the risk of harm?

Inspectors recognise that our new case management system, Omnia, is already helping teams to improve the quality of work and risk management. Inspectors found that engagement with those under supervision is purposeful - we are working to ensure a more consistent understanding of quality across the CRC. This includes rolling out a new training programme, more regular assessment of employee work and monthly quality assurance audits. We are also launching a new tool for managers to have consistent oversight of case management.

## How will you address the findings of poor planning?

Inspectors found that service users are at the heart of decision-making and service delivery. Our new case management and risk assessment tool, Omnia, is built on this approach and will help to improve the way sentences are planned and delivered.

## What are you doing to liaise more closely with other agencies to reduce the risk of harm?

We run public protection boards in each area of London, focused on liaising with other agencies to manage risk. Our new case management tool, Omnia, will help employees to improve the planning and management of risk. As inspectors note we have made Omnia available to other service providers who work with us in the same location, which supports information sharing.

# Questions and answers

## **Inspectors say 77% of responsible officers hold more than 55 cases. What are you doing to reduce caseloads?**

Inspectors found that the CRC has “good arrangements” in place to mitigate against interruptions in delivering the sentence of the court and that new tools have been introduced to reduce the number of administrative tasks for responsible officers. Where possible, we are also trying to convert agency roles into permanent positions.

## **Why don't your teams always take enforcement action when necessary?**

Inspectors found that enforcement decisions were “mostly taken correctly” and work to re-engage individuals following recall and enforcement was “good”. Inspectors reported that enforcement activity was not always consistent. We are working to ensure a more consistent understanding of quality across the CRC. This includes rolling out a new training programme, more regular assessment of colleagues' work and monthly quality assurance audits. We are also launching a new tool for managers to have consistent oversight of case management.

## **What are you doing to improve the analysis of offending data so that it is less fragmented and can better inform decision-making?**

As inspectors recognised, we are aware of the deficits in data and are addressing it. We also have a researcher who analyses offence patterns and local sentencing trends to identify emerging patterns and gaps in provision. There is still more to do. Our insight and analytics team will continue to develop analyses of performance and offending data via our management information and case management systems.

# Questions and answers

## What are you doing to ensure that employees are safe on visits?

Colleague safety is our priority. We are committed to making sure that all delivery units have enough fully functioning solo protect alarms, to enable employees to carry out home visits safely. We are carrying out an immediate audit of all solo protect devices to ensure that defective devices are reported and fixed. We are also ensuring the devices are redistributed as necessary so that all members of our team who need one, have one available.

## Why don't you run more interventions to support desistance?

Inspectors report that London CRC has a “comprehensive range of services and interventions in place” and cited “numerous examples where responsible probation officers had personalised interventions to meet assessed risk and needs”. These interventions range from group work focused on tackling knife crime to restorative justice and a tailored service for women. We are working to ensure more practitioners refer more service users to these interventions we have available and this will be further improved by our new IT systems such as Omnia.

## What are you doing to keep victims safe?

Inspectors report that where risk of harm work had been done well, victims had been identified in most cases and the nature and level of risk presented was clear. We are working to ensure a more consistent understanding of quality across the CRC. This includes rolling out a new training programme, more regular assessment of staff work and monthly quality assurance audits. We are also launching a new tool for managers to have consistent oversight of case management.

# What happens next

We have formally accepted HMIP's recommendations and agreed an action plan. This addresses the recommendations in the report and HMIP log and track the progress. It will also be used as evidence for our next inspection.

You can find a copy of our [action plan on HMIP's website](#).

## A couple of things to note on the action plan

We are continuing to implement and embed Omnia and the quality assurance audits – the action plan says 'implement', but we are already doing this, so it is a continuation of what we have already implemented.

Employees may want to know of HMPPS response to the estates/facilities recommendation. MoJ Estates has put in place a change and improvement plan, focused on the resolution of reactive and planned preventative maintenance delivery, while also making improvements to processes. A dedicated estates team for probation (covering both NPS and CRC) has been created and a new Director of Facilities Management was recruited in February 2019 to support this.

Lives. Transformed.

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HM Prison &  
Probation Service

Action Plan Submitted: 16<sup>th</sup> August 2019

A Response to the HMI Probation Inspection: London Community  
Rehabilitation Company

Report Published: 21<sup>st</sup> August 2019

## INTRODUCTION

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. It reports on the effectiveness of probation and youth offending service work with adults and children.

In response to the report, HMPPS/MoJ are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plan provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are published on the HMI Probation website. Progress against the implementation and delivery of the action plans will be monitored by HMPPS/MoJ and reviewed annually by HMI Probation.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There <b>must</b> be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There <b>must</b> be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: London CRC

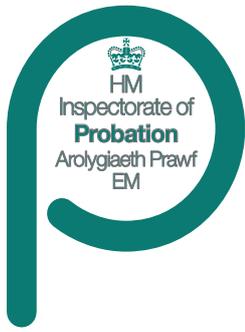
1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (including named individuals and their functional role or department)	6. Target Date
1	Improve the quality of planning, service delivery and reviewing to help keep actual and potential victims safe	Agreed	<p>Learning and Development plan to include the teaching and development of assessment and planning skills for a) all new staff and b) ongoing staff development.</p> <p>Implement and embed Omnia (integrated case management and risk and needs assessment tool). This will enable:</p> <ul style="list-style-type: none"> <li>○ Action planning objectives to be developed which are directly linked to the service user's risk and needs</li> <li>○ A strengths-based approach to risk assessment, which leads to risk management and action plans that support desistance</li> <li>○ An ongoing review of the risk and needs and of the delivery of the action plan.</li> </ul> <p>Implement monthly quality assurance audits (62 cases per month: 10 for each community area, and 12 for stand-alone community payback) focused on quality indicators of safeguarding, risk management, recording and interventions. Any risks to victims will be flagged via the case of concern process. Verbal and written feedback to be provided to practitioners.</p> <p>Thematic audits will take place to allow for deeper analysis where a need is identified through quality assurance work.</p>	<p>Deputy Director of Communities, London CRC, Learning and Development Business Partner, MTC</p> <p>Deputy Directors, London CRC, Head of ICT, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p>	<p>Completed and ongoing</p> <p>May 2020</p> <p>Commenced and ongoing</p> <p>As required</p>

			<p>Implement quarterly audits (150 cases: 25 for each community area, and 25 for stand-alone community payback), focused on the HMPPS operational quality assurance framework (key lines of enquiry: assessment and sentence planning; risk management; compliance and enforcement, and organisational support). Any risks to victims will be flagged via the case of concern process. Verbal and written feedback to be provided to practitioners.</p> <p>Areas for development and good practice themes will continue to be shared and discussed during peer group learning, team briefings, management meetings and accountability meetings.</p> <p>Implement and embed 'What does good look like?' series to support a consistent understanding of how to deliver quality case management. Modules include: Assessment and Sentence Planning, Risk Management, Compliance and Enforcement, and Recording.</p>	<p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p>	<p>Commenced and ongoing</p> <p>Commenced and ongoing</p> <p>September 2019</p>
2	Make sure that management oversight is consistent and effective in supporting responsible officers to manage public protection and safeguarding concerns	Agreed	<p>Review and launch Supervision framework for all roles with the expectation that all employees have monthly supervision.</p> <p>Launch a Senior Probation Officer (SPO) Quality Assurance Tool to enable managers to have consistent oversight of case management.</p> <p>Management Information and workloads will continue to be accessible on SPO and Offender Manager (OM) dashboards and management information system, Tableau.</p> <p>Ongoing monthly Area Accountability and Business Performance meetings to ensure consistent accountability at all levels.</p>	<p>Deputy Directors, London CRC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Head of Financial Planning and Analysis, MTC</p> <p>Deputy Directors, London CRC</p>	<p>September 2019</p> <p>September 2019</p> <p>Completed and ongoing</p> <p>Ongoing</p>
3	Ensure workloads are manageable so that staff can deliver personalised services effectively	Agreed	<p>Develop, launch, and embed Workload Management Tool (WMT) across community and community payback directorates. Rollout to include briefings to all employees.</p>	<p>Deputy Directors, London CRC, Head of Financial Planning and Analysis, MTC</p>	<p>December 2019</p>

			<p>London CRC will continue with use of Grid-it tool to ensure practitioners are managing cases in line with their risk and need and appropriately targeting intervention delivery.</p> <p>Management Information and workloads will continue to be accessible on SPO and OM dashboards and Tableau system.</p> <p>Increase front line delivery unit's utilisation of the Service Centre Hubs for all the key case management admin tasks. Recent examples of tasks that have transferred to the Service Centre include terminations and enforcement administrative processes.</p> <p>Ongoing monthly Area Accountability and Business Performance meetings to monitor resources and workloads.</p>	<p>Deputy Directors and Area Managers, London CRC</p> <p>Head of Financial Planning and Analysis, MTC</p> <p>Deputy Director – Rehabilitative Services, London CRC</p> <p>Deputy Directors, London CRC</p>	<p>Ongoing</p> <p>Completed and ongoing</p> <p>December 2019 and then ongoing</p> <p>Ongoing</p>
4	Improve the analysis of management information relating to offending data so that it is less fragmented and can better inform decision-making	Agreed	<p>MTC Insight and Analytics team will continue to develop analysis of London CRC performance and offending data via the management information system and case management system - Tableau and Omnia.</p> <p>Analysis of management information to continue to be discussed at Senior Management Team meetings to inform decision making.</p> <p>The Insight and Analytics team will continue to develop Tableau reports to increase the available data on protected characteristics. (e.g. dashboard of Quality Indicators now includes gender and ethnicity against enforcement and recall). Data on protected characteristics is shared with MTC's Inclusion and Diversity Board and feeds into the Annual Equality &amp; Diversity report.</p>	<p>MTC Insight and Analytics team</p> <p>Deputy Directors, Heads and Area Managers, London CRC</p> <p>MTC Insight and Analytics team</p>	<p>December 2019</p> <p>Ongoing</p> <p>December 2019</p>
5	Ensure that all delivery units have enough fully functioning solo protect alarms, to enable staff	Agreed	<p>London CRC will undertake an audit of all solo protect devices to:</p> <p>a) Ensure that defective devices are reported and fixed</p>	<p>Head of Health and Safety, MTC</p>	<p>October 2019</p>

	to carry out home visits as and when necessary		b) Determine the appropriate distribution of devices and redistribute where necessary		
6.	<p><b>HMPPS should:</b></p> <p>Ensure that probation facilities where jointly shared with NPS staff, are well maintained and provide a safe environment for both CRC staff and those under probation supervision.</p>	Agreed	<p>MoJ Estates has put in place a change and improvement plan, focused on the resolution of reactive and <i>Planned Preventative Maintenance</i> delivery, while also making improvements to processes. A dedicated estates team for probation (covering both NPS and CRC) has been created and a new Director of Facilities Management (FM) was recruited in February 2019 to support this change programme.</p> <p>Her Majesty's Court Tribunal Service (HMCTS) are aware of issues raised by the CRC. HMCTS will be addressing the areas of concerns, which is subject to funding being made available</p>	<p>Soft Facilities Management Manager</p> <p>Facilities Management HMCTS</p>	<p>September 2019</p> <p>December 2019</p>

Recommendations	
Agreed	6
Partly Agreed	0
Not Agreed	0
<b>Total</b>	<b>6</b>



An inspection of

# London

Community Rehabilitation Company

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HM Inspectorate of Probation

AUGUST 2019

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This inspection was led by HM Inspector Avtar Singh, supported by a team of inspectors and operations, corporate and communications staff. The manager responsible for this inspection programme is Helen Rinaldi. We would like to thank all those who participated in any way in this inspection. Without their help and cooperation, the inspection would not have been possible.

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## Foreword

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This is our third inspection of probation services delivered by the London Community Rehabilitation Company (CRC). The first (in 2016) covered only North London and the second (in 2018) covered the whole of London.

The service delivered by London CRC has continued to improve since our last inspection, with considerable efforts made, in particular, to improve unpaid work and the coordination of Through the Gate resettlement activity. Leadership is strong and the staff we spoke to were motivated and positive, in spite of high caseloads. However, our overall rating for London CRC, while close to 'good', was brought down by the quality of some case supervision. Although work to support individuals from reoffending has improved, work to manage the risk of harm to others is not yet good enough. This was of concern across all aspects of case supervision, particularly in planning, implementation and reviewing. On this occasion we have, therefore, rated London CRC as 'Requires improvement'.

London CRC has inspiring senior leaders who are visible and who want to face the difficult problems associated with delivering high-quality services. They are respected and responsive. The staff group, overall, is satisfied, and the CRC has a healthy reputation among partners and key stakeholders. However, as with other CRCs we have inspected, these positive qualities have not yet had an impact on all aspects of case supervision. For example, while a good range of services are available, it was disappointing to find that these were not consistently being delivered in the cases we inspected. Furthermore, risk of harm work is failing to take sufficient account of information from partners, such as the police or children's social care services, or of past aggressive behaviour.

London CRC's dedication to innovation is admirable, including the development and effective implementation of the Omnia case management system, which has been welcomed by staff. Strategies to support staff recruitment and retention in a complex employment market are impressive, as are the training and development arrangements. Recently, staff sickness levels have risen, and staff turnover rates remain an issue, with a quarter of responsible officer roles being held by agency staff. Workloads, although not excessive, are high, with eight out of ten staff we interviewed saying their caseloads are excessive. While premises managed by MTC itself are suitable, those owned and maintained by the Ministry of Justice are not always satisfactory, with a large backlog of critical repairs.

I acknowledge the major efforts that this CRC has taken to improve the quality of its work and I hope the findings and recommendations will assist the organisation to build on its achievements.



**Justin Russell**  
Chief Inspector of Probation

## Overall findings

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Overall, London CRC is rated as: **Requires improvement**. This rating has been determined by inspecting this provider in three areas of its work, referred to as 'domains'. The findings and subsequent ratings in those three domains are described here:



Our key findings about the organisation are as follows:

- Senior leaders provide strong leadership that promotes the delivery of high-quality services. They keep those under probation supervision at the heart of their strategic decision-making and operational delivery.
- Staff are empowered to deliver personalised services that will bring about lasting change in the lives of vulnerable people. Although 80 per cent of staff we interviewed felt their workloads were too high, staff remain motivated, enthusiastic and positive. While around a quarter of responsible officer roles were held by agency staff, they were well integrated with the rest of the organisation.
- There is a comprehensive range of services on offer to support operational delivery, but the routine use of services is not yet embedded.
- Staff engage effectively with stakeholders, which is improving access to services for those under probation supervision; however, operational information-sharing with third-party providers around the risk of harm posed by individuals needs to be improved.
- Information and communications technology (ICT) arrangements are good, as are the provisions for management information to support improvement.
- Not all of the premises still owned and maintained by Ministry of Justice provide a suitable environment for staff to deliver quality, personalised services.



Our key findings about case supervision are as follows:

- Work to engage individuals in the assessment process is done well and there is an appropriate focus on factors linked to offending and desistance. However, we found that staff had not adequately assessed the risk of harm posed to actual and potential victims in 48 per cent of the inspected cases.
- Planning focuses well on reducing reoffending and supporting desistance, but 45 per cent of individuals under probation supervision in the inspected cases were not consistently and actively involved in the planning process. Additionally, just over half of the plans inspected adequately prioritised the risk of harm.
- Work to engage individuals in their sentence is good, but very few interventions are delivered to reduce reoffending and keep other people safe.

- Reviewing of work to engage and motivate individuals under probation supervision is largely done well, but staff do not liaise enough with other agencies to assess and manage the risk of harm.

	<b>Unpaid work and Through the Gate</b>
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Our key findings about other core activities specific to CRCs are as follows:

### **Unpaid work**

- There has been considerable effort to improve unpaid work in the past 18 months and delivery is now strong across London. In around three-quarters of the inspected cases, we found that assessment work focused well on the main issues relevant to unpaid work; effective attention was paid to supporting compliance, and arrangements for unpaid work maximised the opportunity for personal development.

### **Through the Gate**

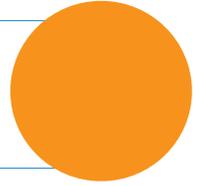
- The coordination of resettlement activity is done well. We found that, in over 80 per cent of the inspected cases, individuals were fully involved in planning their resettlement needs and their views were being appropriately considered. Plans focused sufficiently on resettlement needs to support desistance.

Service: London Community Rehabilitation Company

Fieldwork started: April 2019

Overall rating

Requires improvement



### 1. Organisational delivery

1.1	Leadership	Good	
1.2	Staff	Good	
1.3	Services	Good	
1.4	Information and facilities	Requires improvement	

### 2. Case supervision

2.1	Assessment	Requires improvement	
2.2	Planning	Requires improvement	
2.3	Implementation and delivery	Requires improvement	
2.4	Reviewing	Requires improvement	

### 4. CRC specific

4.1 <sup>1</sup>	Unpaid work	Good	
4.2	Through the Gate	Good	

1 CRC aspects of domain three work are listed in HMI Probation's standards as 4.1 and 4.2. Those for the NPS are listed as 3.1 and 3.2.

## Recommendations

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As a result of our inspection findings, we have made six recommendations, five to the CRC and one to the Ministry of Justice, that we believe, if implemented, will have a positive impact on the quality of probation services in London CRC.

### **London CRC should:**

1. improve the quality of planning, service delivery and reviewing to help keep actual and potential victims safe
2. make sure that management oversight is consistent and effective in supporting responsible officers to manage public protection and safeguarding concerns
3. ensure workloads are manageable so that staff can deliver personalised services effectively
4. improve the analysis of management information relating to offending data so that it is less fragmented and can better inform decision-making
5. ensure that all delivery units have enough fully functioning personal safety alarms, to enable staff to carry out home visits as and when necessary.

### **The Ministry of Justice should:**

1. ensure that probation facilities, where jointly shared with NPS staff, are well maintained and provide a safe environment for both CRC staff and those under probation supervision.

## Background

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### **An explanation of probation services**

Around 260,000 adults are supervised by probation services annually.<sup>2</sup> Probation services supervise individuals serving community orders, provide offenders with resettlement services while they are in prison (in anticipation of their release) and supervise for a minimum of 12 months all individuals released from prison.<sup>3</sup>

To protect the public, probation staff assess and manage the risks that offenders pose to the community. They help to rehabilitate these individuals by dealing with problems such as drug and alcohol misuse and lack of employment or housing, to reduce the prospect of reoffending. They monitor whether individuals are complying with court requirements, to make sure they abide by their sentence. If offenders fail to comply, probation staff generally report them to court or request recall to prison.

These services are currently provided by a publicly owned National Probation Service (NPS) and 21 privately owned CRCs that provide services under contract. The government has announced its intention to change the arrangements for delivering probation services, and has given notice to CRCs that it will terminate their contracts early, by spring 2021, with responsibility for offender management passing to the NPS at that point.

The NPS advises courts on sentencing all offenders, and manages those who present a high or very high risk of serious harm or who are managed under Multi-Agency Public Protection Arrangements (MAPPA). CRCs supervise most other offenders who present a low or medium risk of harm.

### **London CRC**

MTC is the parent organisation awarded the contract to provide probation services through London CRC. The company also owns the Thames Valley CRC. The two MTC CRCs and secure training centre<sup>4</sup> work collaboratively with one another, sharing learning.

The probation director of London CRC is the senior leader of both London and the neighbouring Thames Valley CRC.

MTC is a family-owned organisation, with a wealth of experience of working with at-risk individuals to help them transform their lives. It is an American organisation that supports more than 31,000 service users across 25 facilities in the USA to learn new academic, technical and social skills. In the UK, it works in the justice and health markets. The company's public and third-sector partners are: RISE (a public service mutual that provides probation services); Band of Brothers (a charity aimed at reducing self-destructive and anti-social behaviour among young men); and Novus

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<sup>2</sup> Ministry of Justice. (2018). Offender Management Caseload Statistics as at 30 September 2018. <https://www.gov.uk/government/collections/offender-management-statistics-quarterly>

<sup>3</sup> All those sentenced, for offences committed after the implementation of the *Offender Rehabilitation Act 2014*, to more than one day and less than 24 months in custody, are supervised in the community for 12 months post-release. Others serving longer custodial sentences may have longer total periods of supervision on licence.

<sup>4</sup> The secure training centre is Rainsbrook STC.

(a not-for-profit social enterprise that delivers education, training and employability programmes within prisons, approved premises and the community).

London CRC employs around 900 staff, of whom 875 are deployed to frontline supervisory and administrative roles. Probation services are delivered from 22 offices across London, of which 19 are co-located with London NPS. There are 32 boroughs, containing 11 Crown Courts, 22 magistrates' courts, 3 prisons for women, 10 for men and 2 Young Offender Institutions. Additionally, there are 31 youth offending teams, 31 community safety partnerships and local reoffending boards and 31 safeguarding children and adult boards. The CRC has divided its delivery of services into five areas: north, north west, north east, south east and south west. Resources are stretched, with five area managers covering the entire capital, supported by middle managers.

As of 31 March 2019, London CRC was managing 28,819 individuals; 62 per cent were being supervised in the community and 38 per cent were in custody. The caseload is diverse. It includes 37 per cent black, Asian and minority ethnic service users and 11 per cent women. The 26 to 35 age group represents the largest proportion of individuals, at 31 per cent.<sup>5</sup> Individuals supervised by the CRC are transient, often moving from borough to borough, making them harder to keep track of. The social problems facing many offenders nationally, such as access to affordable housing and the prevalence of drugs, are acute in the capital. All these factors make offenders in London a challenging cohort of individuals to manage effectively.

### **The role of HM Inspectorate of Probation**

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage high-quality services. We are independent of government, and speak independently.

### **HM Inspectorate of Probation standards**

We inspect against 10 standards. These standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with people who have offended.<sup>6</sup>

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<sup>5</sup> Figures provided by London CRC.

<sup>6</sup> HM Inspectorate of Probation's standards can be found here: <https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

## Contextual facts

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**150,461**

The total number of individuals subject to probation supervision by CRCs across England and Wales <sup>7</sup>

**28,819**

The number of individuals supervised by London CRC <sup>8</sup>

**2**

The number of CRCs owned by MTC

**42.7%**

The adjusted proportion of London CRC's service users with a proven reoffence <sup>9</sup>

**83%**

The proportion of individuals who were recorded as having successfully completed their community orders or suspended sentence orders for London CRC. The performance figure for all England and Wales was 78%, against a target of 75% <sup>10</sup>

**81%**

The proportion of positive compliance outcomes with licences and, where applicable, post-sentence supervision periods for London CRC. The performance figure for all England and Wales was 69% against a target of 65% <sup>11</sup>

**77%**

The proportion of positive completions of unpaid work requirements for London CRC. The performance figure for all England and Wales was 89%, against a target of 90%.<sup>12</sup> London CRC's performance is gradually improving against this target

<sup>7</sup> Ministry of Justice. (2019). Offender management caseload statistics, as at 31 December 2018.

<sup>8</sup> Figure supplied by London CRC.

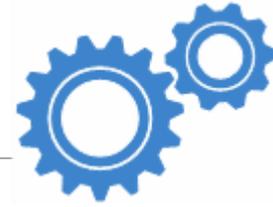
<sup>9</sup> Ministry of Justice. (2019). Proven reoffending statistics, Payment by results, April to June 2017 cohort.

<sup>10</sup> Ministry of Justice. (2018). CRC Service Level 8, community performance quarterly statistics, October 2017-September 2018, Q3.

<sup>11</sup> Ministry of Justice. (2018). Assurance metric J, community performance quarterly statistics, October 2017-September 2018, Q3.

<sup>12</sup> Ministry of Justice. (2018). CRC Service Level 10, Community performance quarterly statistics, October 2017-September 2018, Q3.

# 1. Organisational delivery



London CRC has strong leaders who are committed to improving performance and the quality of services delivered. Its leaders are visible; staff say they listen to them and empower them to place individuals under probation supervision at the heart of operational delivery. Caseloads are high but staff remain resilient, positive and enthusiastic about their work. The operating model has been simplified in the last 12 months, and is widely understood.

There is a culture of continuous improvement and learning from audits, performance reports and external inspections. A comprehensive range of services and interventions are in place, but their use is not yet embedded. ICT provision is impressive and the organisation is able to access good management information to support the drive for quality. Not all of the premises owned by the Ministry of Justice provide an environment that supports staff to deliver individualised services effectively.

## Strengths:

- There is a clear vision and strategy, which has been communicated effectively to staff internally, external partners and stakeholders.
- A visible senior management team provides vibrant leadership, which staff report inspires them to carry out their work well.
- Staff receive regular supervision and good access to in-service learning opportunities.
- There is a range of services available to support desistance.
- The Omnia case management system is enabling staff to improve the quality of their work with those under probation supervision.
- The organisation has a good understanding of its performance and what it needs to achieve to improve the quality of the services it is delivering.

## Areas for improvement:

- Responsible officer caseloads are high and there has been a recent increase in staff absences. We found that 77 per cent of responsible officers interviewed reported having in excess of 55 cases. Additionally, CRC data showed an increase in staff absences from six per cent in October 2018 to 10 per cent in April 2019.
- Not all premises provide an environment that allows staff to deliver effective personalised work.
- The analysis of management information relating to offending data is often fragmented.
- The routine use of services to support desistance is not yet embedded.

1.1. Leadership	Good
The leadership of the organisation supports and promotes the delivery of a high-quality, personalised and responsive service for all service users.	

London CRC has a well-defined vision and strategy, which is deployed effectively throughout the organisation. This strategy involves *“getting the right people, spending the right amount of time, doing the right things, with the right service users”*. Senior leaders have communicated the strategy well to staff within the organisation and its external partners, supply chain providers and stakeholders. Governance structures include a range of sub-committees required to support the delivery of high-quality, personalised services.

Business plans provide appropriate accountability links across all aspects of service delivery. These plans inform continuous improvement, organisational priorities on reducing reoffending, assessment, management of risk of harm to others and delivering the sentence of the court.

The CRC has an impressive culture, which encourages transparency, challenge and ideas from staff and those under probation supervision. Staff consistently report that leaders both listen to them and empower them, and when change is not possible, this is communicated well. Staff have strong relationships with partners, suppliers and stakeholders, and engagement with sentencers over the past 12 months has improved.

The CRC is represented at various probation liaison forums across all boroughs, and these are used well to engage with courts. Additionally, the CRC is active and connected well with community safety partnerships, the Mayor’s Office for Policing and Crime (MOPAC), safeguarding boards and joint operational groups with the NPS.

Risks to service delivery, in particular staffing, are appropriately understood using scheduled reviews of risk registers and mitigation actions. Continuity planning is embedded well, and this allows for business risks to be addressed. Strategic plans are embedded into local delivery plans and staff are clear about how they should respond in the light of a major incident.

The systems and processes deployed for the use of personal safety alarms are not consistently understood and effective throughout the organisation. Many devices do not work, and some offices have very limited numbers. This is hindering home visiting.

The operating model is clear and supports meaningful contact and continuity of contact with all those under probation supervision. The ‘Grid’ tool, developed by operational staff to shape contact levels and determine interventions, allows responsible officers to target areas that will support effective desistance work. Most responsible officers understand the application of the tool, but some do not. The operating model identifies the levels of resource that should be allocated to each service user with regard to their risk, need and individual diversity factors. Practice standards used by the CRC are appropriately informed by guidance, measures and principles, such as Her Majesty’s Prison and Probation Service good industry guide, assurance metrics, HMI Probation standards and lessons learned from audits.

The operating model is understood well by new and existing staff. They largely recognise how the assessed service should be delivered and what they are

responsible for. The introduction of the One Referral<sup>13</sup> tool and service centre in Norwich is allowing responsible officers to apply the operating model more efficiently. These changes have been communicated well and are aligned with local plans. All service users sentenced to standalone unpaid work orders have a named responsible officer. This arrangement is generally working well and leading to the delivery of personalised work.

The CRC phases the implementation of changes to systems and processes, although some staff interviewed find the pace of change challenging. Senior leaders recognise the impact that the pace of change is having on some staff and have increased their visibility in offices. They hold regular webinar events and make themselves available to listen to the concerns of staff.

1.2 Staff	Good
Staff within the organisation are empowered to deliver a high-quality, personalised and responsive service for all service users.	

Recruitment and retention have been a longstanding challenge for the organisation. In the past nine months, attrition has reduced as a result of proactive steps taken by senior leaders. This is encouraging. The CRC routinely monitors staffing levels and has developed a pragmatic response to managing vacancies and staff absences within the context of a challenging employment market place. However, not all staff believe that the organisation is doing enough to manage the demands of workloads.

Eighty per cent of responsible officers interviewed reported that their caseloads were excessive. The CRC understands these issues and has good arrangements in place to mitigate against interruptions in delivering the sentence of the court. New tools and systems, such as the One Referral and JIRA,<sup>14</sup> have been introduced to reduce the number of administrative tasks for responsible officers. This has helped responsible officers to better coordinate their case management responsibilities. Additionally, the workload planning strategy has been redesigned to take into account the complexities of cases when allocating work.

Around 25 per cent of responsible officers within the London CRC are contracted agency staff. The organisation is trying to convert agency roles into permanent positions where possible. There have been a small number of successes in this respect, as a direct result of action taken to transition these roles. Many agency staff have been working for the organisation for a long time. We did not find that this staffing profile negatively impacted service delivery. Agency staff are seen, and see themselves, as part of the organisation.

Area managers and senior probation officers reported that their workloads were largely manageable. They were satisfied that the organisation had established initiatives to support their diverse responsibilities, such as introducing business support officers and developing management information dashboards so that they could access information more readily. They reported that more could be done to

<sup>13</sup> A process used by the CRC where a responsible officer makes one referral to access services. This avoids duplication of information.

<sup>14</sup> An electronic interface between field teams and service centres which tracks the progress of tasks and actions required to support effective supervision of individuals.

equip new managers to be more effective. We agree, as this will improve consistency in management oversight.

The CRC has access to relevant information that allows it to ensure that its workforce meets the changing service delivery demands and caseload profiles. Its 2018/2019 Equality and Diversity report is comprehensive and provides evidence relating not only to the range and quality of information available, but also to the actions it has taken to make sure that recruitment is inclusive.

Just over 80 per cent of responsible officers interviewed reported that the cases they were allocated were appropriate to their level of training and capability. Staff have clearly defined roles and these are up to date. The CRC has a workforce planning strategy that sets out how it will identify and develop staff potential in order to support succession-planning.

Similarly, 80 per cent of responsible officers interviewed reported that they received effective supervision that improved the quality of their work with the people they supervised. The process was thorough, as responsible officers had to comprehensively prepare for each meeting with their line manager. This was supported by opportunities for peer group learning. In our inspection of cases, we found that risk of harm work needed better management oversight.

The CRC has a comprehensive eight-week induction programme for probation services officers, which ends with the submission of a portfolio of evidence identifying learning and development needs. MTC has developed a learning culture based on the 70-20-10 approach.<sup>15</sup> MTC values experiential learning in addition to peer and formal classroom-based learning. Consequently, probation services officers are allocated cases at a pre-agreed rate once their ICT skills training has been completed, to ensure a balance between formal learning and application in practice. They are confirmed in post once the portfolio has been validated and learning outcomes achieved. The induction process works well.

We found that, while there had been activity to demonstrate that staff were receiving opportunities to consider and explore their professional development, the CRC was unable to quantify how many staff had received formal appraisals. This needs to be addressed. The number of staff going through formal poor performance management is low. We were satisfied that processes were being used effectively to identify and address poor performance where necessary.

There is a robust analysis of the training needs of staff, irrespective of whether they are permanent or temporary, coupled with a programme of training to meet identified needs. The CRC has worked hard to develop its own staff and open up pathways for succession-planning. For example, it has established pathways where any member of staff, irrespective of academic attainment, can progress to responsible officer grade. The CRC has made a limited number of Professional Qualification in Probation (PQiP) opportunities available, and is collaborating with the NPS to share responsible officer resources through secondments.

Over 70 per cent of responsible officers interviewed reported that they had good access to in-service training to support them to deliver work to a high standard. The offer of classroom-style learning was impressive. There was training available in

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<sup>15</sup> The 70-20-10 model for learning and development is a commonly-used formula within the training profession to describe the optimal sources of learning. It advocates that individuals obtain 70 per cent of their knowledge from job-related experiences, 20 per cent from interactions with others, and 10 per cent from formal educational events.

topics such as core skills development, engagement, sexual offending and the interactive risk forum. The feedback from a range of training events, including SARA, domestic abuse and trauma-informed practice, showed the additional value these events had brought to responsible officers.

Just over 70 per cent of responsible officers reported that the organisation promoted and valued a culture of continuous improvement. We found that the CRC effectively used the findings from audits and inspections, such as the deficits identified in unpaid work, to inform changes in practice. Its quality and performance team is effective in contributing to this activity.

Staff interviewed were well motivated and positive about their work and the organisation. They are determined to help those who are subject to probation supervision to break the cycle of offending and to not cause harm to others. Managers are resolute in their desire to lead well and make a positive impact. Their passion for their work was clear.

The CRC monitors staff engagement levels and was set to introduce a 'touch point' survey to obtain current views. A document produced in July 2018, following the Creating Brighter Futures staff events, outlined reporting from senior leaders on 'you said, we did'. This is impressive. Staff consistently reported that the organisation had moved from 'instruction' to 'engagement'.

Exceptional work is recognised through a series of awards, both internal (STAR, and team awards) and external (Butler Trust awards). However, around a quarter of responsible officers interviewed reported that more could be done. We agree with this.

Just over half of the responsible officers interviewed reported that attention to staff wellbeing is strong, with a designated budget devolved to local areas. Wellbeing activities have included mindfulness events, staff outings and fruit being made available in offices. Disappointingly, only six out of ten staff who disclosed a need for reasonable adjustments had received any adjustments.

1.3. Services	Good
A comprehensive range of high-quality services is in place, supporting a tailored and responsive service for all service users.	

The CRC provides good services that offer personalised and responsive support for individuals. Effective processes are in place to capture the offending-related and desistance factors presented by those who have offended. However, the analysis is often fragmented and not always systematically evaluated. Data on risk of harm is segmented well, showing risk levels and links to criminogenic needs. Just over 20 per cent of data on ethnicity is missing and/or not recorded. The organisation is aware of this and is addressing the deficit. Police National Computer data is accessed by a researcher in the organisation, who analyses offence patterns and local sentencing trends. We assessed that this information is used appropriately to analyse emerging patterns and identify gaps in provision.

The availability of services to manage assessed need and risk has improved significantly in the past 12 months. There is a comprehensive directory of services available to responsible officers, and the CRC has worked collaboratively with the NPS to produce a rate card of services. Planning for the delivery of rehabilitation

activity requirement activities is weak. This needs to improve. Our inspection of cases showed that strengths and protective factors of those subject to supervision are identified well at the assessment stage, but these are not always fully built on during planning, delivery of interventions and reviewing.

The provision of services for women is strong in most London boroughs. The CRC's relationship with Advance (a commissioned charity providing services for women) is mature and purposeful. We found many examples where interventions have led to positive outcomes in securing accommodation for vulnerable women and where emotional wellbeing interventions had led to healthier relationships. The organisation's Women's Resettlement and Community Priorities strategy 2018-2019 is comprehensive. The profile of women supervised by the CRC is well understood. All staff working directly with women have undergone training in trauma-informed practice. There are women-only interventions, including women-only placements for unpaid work.

The CRC is currently testing a mentoring pilot for black, Asian and minority ethnic service users. It is encouraging to note that this is being managed well, and staff involved in the project are considering inputs from service users themselves. This is supporting effective practice.

Restorative justice services are available and, when used, achieve positive outcomes. Individuals provide feedback about their experiences, and this is used to inform the development of the programme.

The management, coordination and implementation of unpaid work provision is developing well. Equally, Through the Gate services are improving. The CRC has provided clear quality indicators that set out what good service provision looks like. We report on this further in the section on CRC-specific work.

Effective processes are in place to review and evaluate the quality of services delivered by partners and programme tutors. The CRC takes remedial action in a timely manner; for example, it introduced the One Referral tool to increase the number of referrals to service providers in the supply chain. This action has resulted in an upsurge in demand for services. Additionally, the CRC changed its service delivery model with a mental health service provider to meet the needs of more service users.

Relationships with providers of services to support desistance are well established. These are particularly effective when service providers are located in shared offices. Senior and middle managers have worked strategically to build effective relationships with managers across all 14 prisons where resettlement services are being provided.

Relationships with agencies to manage risk of harm to others is strong at a senior leadership level and there are comprehensive escalation processes in place. However, the quality of operational relationships varies across boroughs. This has led to inconsistencies in the management of effective risk of harm work. For example, we found that, in half the inspected cases, responsible officers had not effectively coordinated risk of harm work with other agencies.

Senior staff in MOPAC confirmed that the CRC is an active partner in taking forward the strategic plans for addressing criminal justice issues in London. The CRC has participated in a number of projects that are linked to the mayor's priorities. This includes projects to address women offending and the needs of women in the criminal justice system, persistent offender issues, a GPS tagging project and knife crime initiatives. A CRC worker has been seconded to MOPAC, and this is helpful on a

number of levels, including giving advice to senior staff about the practical implications of policy initiatives.

Relationships with courts are improving and sentencers are now better informed about the services available to support sentencing decisions. A comprehensive schedule of meetings with courts is available, and attendance by CRC staff is monitored to ensure they are represented.

1.4. Information and facilities	Requires improvement
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all service users.	

The CRC has relevant and comprehensive policies and guidance to enable staff to deliver a high-quality service and meet individuals' needs. Just under 80 per cent of responsible officers interviewed reported that policies were communicated effectively. Additionally, almost all interviewees reported that they understood what was expected of them in relation to the organisation's case-recording policy. When examining case-recording, we found that there was often too much under-recording. This meant that it was not always clear why certain decisions had been taken.

The One Referral tool is supporting quicker access to services for service users. There is clear guidance about the range of services available and processes to determine suitability. Arrangements to support an effective interface between the NPS and CRC are clear and working well. This was evidenced particularly well in meetings with senior managers and the work undertaken to develop rate card services. Policies and guidance are reviewed regularly in a timely manner. These reviews are appropriately triggered by changes in the operating model. This ensures that all staff understand and are able to implement the relevant changes.

The premises and facilities are managed according to a pan-London health and safety policy. However, as reported by CRC staff, not all of them provide an appropriate environment to deliver a quality service. The CRC shares 19 of its 22 offices with the NPS. The shared offices are mostly described as functional but not wholly suitable for the delivery of personalised work for all service users. Almost 40 per cent of responsible officers interviewed reported that their safety and wellbeing was not managed well. We received similar feedback from those who attended focus groups.

The Ministry of Justice is responsible for the facilities contract covering 19 of the 22 offices used by the CRC. There remain a number of critical (urgent) outstanding work orders. Those premises managed by MTC are suitable. Recently, the CRC spent £250,000 of MTC funds on rectifying building-related issues to create healthier settings for its staff and people who were being supervised. This is commendable.

Individuals can access offices situated in the various locations, and the CRC provides travel warrants for those who are eligible. There are convenient, safe and suitable pick-up points for those undertaking unpaid work.

The CRC has implemented a new case management system, Omnia. The roll-out was managed well. Almost 90 per cent of responsible officers interviewed reported that this system enables them to plan, deliver and record their work in a timely manner. There are clear systems in place for exchanging information with partners and other stakeholders. Where service providers are co-located in the same building, providers have access to Omnia. These arrangements are largely working well.

Staff have been issued with individual laptops and smartphones. These work well, with minimal disruption, and enable staff to work flexibly and in the community. Additionally, responsible officers are immediately able to share documents with those they are supervising. This means that delays are avoided and work to reduce reoffending can start in a timely manner.

The ICT systems are advanced. They are able to provide not only information about trends, for example, but also information that can be segmented to provide a detailed analysis of a responsible officer's performance. Through the dashboard, managers can access information about the work of their teams, and individual staff can see the status of their caseloads across a number of work areas. This supports better monitoring and management of task completion.

The CRC has a range of assurance systems and performance measures in place to raise standards. It has invested in quality and performance managers, who each have a geographical area for which they are responsible. Direct observation of practice and the use of the SEEDS recording form to provide feedback to practitioners has been welcomed and is now becoming established. This is helping the CRC to understand the quality of its responsible officers' work. This is supported by information from monthly and quarterly assurance audits. There is much more to do, but this investment and approach is evidence of the organisation's commitment to improving practice.

Management information is strong and drives improvement. There is a healthy understanding of how well the organisation is performing against the ambitious targets it has set for itself. This has resulted in various actions being prioritised. However, evaluation and reviewing of these plans need further critical analysis.

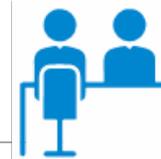
The CRC uses a range of platforms effectively to communicate learning, for example its intranet, team briefings and regular visits to teams by senior leaders.

The organisation gathers feedback from service users through focus groups and surveys. Feedback is generally positive and individuals report favourably about working relationships with their responsible officers. The last organisation-wide service user survey was conducted in 2018. Around 1,100 responses were analysed. Between January 2019 and March 2019, four focus groups were held in four different probation areas across London. There is evidence that their views are being incorporated into the development of service delivery. For example, a service user app is being produced in response to feedback from service users, and changes in the content of some interventions for women were informed by women service users.

The CRC promotes a unified learning culture and learns from things that have not gone well. For example, it applied lessons from the findings in the HMI Probation

Thames Valley CRC report in 2018 about the coordination of its unpaid work. This inspection found significant improvements in the delivery and management of unpaid work. The reassuring approach of senior leaders (high support, high challenge) means there is little evidence of a fear and blame culture, and staff can learn and develop.

## 2. Case supervision



Work to assess the reasons why an individual offended has developed well since the last inspection in 2018. Responsible officers engage meaningfully with those under probation supervision to identify offending-related factors. Planning for work to support desistance was good, but too often individuals were not involved in determining what they thought would help them to stop reoffending. Responsible officers often failed to engage effectively with people who were significant influences in the life of the individual. This is a missed opportunity. The delivery of services to individuals is variable, but when interventions are delivered well, positive outcomes are achieved. Overall, case supervision relating to the assessment, planning, reviewing and management of risk of harm work, safeguarding and public protection needs improving.

We completed 148 case assessments over a two-week period, examining service users' files and interviewing responsible officers. The cases selected were those of individuals who had been under community supervision for approximately six to seven months (either through a community sentence or following release from custody). This enabled us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people closely involved in the case also took place.

We examined cases from across all five local delivery units. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, type of disposal and risk of serious harm level matched those in the eligible population.

### Strengths:

- In 63 per cent of the inspected cases, assessments focused on exploring and understanding the reasons why an individual had offended.
- Work to address desistance and prioritise offending-related needs was done well in 67 per cent of the inspected cases.
- Engagement with those under probation supervision is purposeful.
- In 74 per cent of the inspected cases, the requirements of the sentence started promptly.

### Areas for improvement:

- Work relating to risk of harm and keeping people safe across assessment, planning, implementation and reviewing needs to be much better. In the latter three areas, less than half of the cases inspected were satisfactory.
- There is not enough attention given to protecting actual and potential victims in the delivery of interventions. This applied to 52 per cent of the inspected cases.
- Staff do not routinely deliver enough interventions to support desistance.
- Management oversight needs to support responsible officers in public protection and safeguarding work more consistently

2.1. Assessment	Requires improvement
Assessment is well-informed, analytical and personalised, actively involving the service user.	

Assessments generally provided sufficient information about the factors that contributed to an individual's offending behaviour, but the individual's involvement in the assessment process was limited and, far too often, not enough attention was paid to the needs of actual and potential victims.

In just under two-thirds of the inspected cases, responsible officers spent an appropriate amount of time with those under probation supervision to understand how ready and motivated they were to address the reasons for their offending behaviour. This created a platform from which to deliver the sentence of the court. Disappointingly, almost half of the cases inspected did not contain sufficient evidence to demonstrate that the responsible officer fully understood the diversity and individual circumstances of the person. This then limited the responsible officer's ability to assess and address the impact of the individual's lived experiences. When these issues were suitably addressed, the impact was better understood.

The tools available in Omnia were not always used fully to engage service users to think about why they had offended. Often, their views were overlooked. In cases where self-assessment questionnaires had been completed, the information disclosed was not consistently used to inform assessments. The quality of initial assessments completed by qualified probation officers was stronger than that of probation service officers.

Assessments of behaviour identifying what had led to offending were strong in 87 per cent of the inspected cases. However, the analysis, in comparison, was weaker (63 per cent of inspected cases). Descriptive narratives and lists of behaviours that had contributed to the offending were evident, but emerging offending patterns were often overlooked. Additionally, there was limited analysis of historical offending. The following case example illustrates the varying strengths and weaknesses found by an inspector in assessment work.

Shaun is a 24-year-old sentenced to eight weeks in custody for common assault. The victim is his ex-partner and there had been a pattern of domestic abuse towards previous partners. Shaun has previous incidents of non-compliance and lack of engagement with the CRC. The assessment of the reasons behind Shaun's offending is good but does not draw historical information together to form a picture of compliance, Shaun's barriers to engagement and emerging patterns in his offending. Alongside this, Shaun had been in employment but did not have stable accommodation. These factors were not sufficiently recognised as an opportunity to engage with Shaun.

Where relevant, assessments identified the service user's strengths and factors supporting desistance in 7 out of 10 of the inspected cases. However, in just over one-third of inspected cases, information from other sources was not used effectively to support assessments. We found examples where assessments had not been

updated following additional information about the index offence. Some did not include information from custodial assessments and, in some cases, assessments were not amended to reflect current circumstances following sentence. In most of these cases, there was a lack of information in case recordings to demonstrate that appropriate and timely contact with children’s social care services and police domestic abuse units had taken place.

The quality of assessment work focusing on keeping other people safe varied. Responsible officers failed to identify and sufficiently analyse risk of harm factors in just under half of the inspected cases. This is disappointing and needs to improve. Where risk of harm work had been done well, actual and potential victims had been identified in most cases and the nature and level of risk presented was clear.

We agreed with the vast majority of the risk classification decisions and found that responsible officers had taken into account past behaviours and convictions. However, responsible officers had not sought information from other agencies to support assessments, when and where appropriate, in just over half of the inspected cases. This meant that important information on risk of harm could have been missed.

2.2. Planning	Requires improvement
Planning is well-informed, holistic and personalised, actively involving the service user.	

Planning focuses sufficiently on the reasons why individuals offend and on the work necessary to support desistance, but does not adequately address keeping other people safe.

We found that just under half of the plans did not contain information to suggest that individuals had been meaningfully involved in planning. When they had been involved, we found that their views were taken into consideration and included in planning. This led to greater engagement with work to support the management of risk and need. Again, as in assessment, the diversity needs and personal circumstances that may affect engagement and compliance were not systematically considered. This led to poor compliance in these cases and re-engagement became problematic.

Assessment work undertaken to consider the readiness and motivation of individuals to support their desistance (identity shift)<sup>16</sup> was better. This also led to improved compliance and engagement. Similarly, in just over two-thirds of the cases inspected, we found that responsible officers had clearly set out how the different elements of the sentence would be delivered. Tasks were specific and achievable, and the sequencing of the work was logical. The language used in many of the plans was clear, lacked jargon and could be understood. This maximised engagement. More

<sup>16</sup> A pro-social outcome that is sought through work with individuals.

needs to be consistently done to set a level and pattern of contact to ensure that specific interventions are effectively delivered.

In just over two-thirds of the inspected cases, planning sufficiently reflected offending-related factors and prioritised the critical areas that needed addressing. Planning to tackle factors related to damaged family dynamics and relationships with significant people in the individual's life was not routinely carried out. Where strengths and protective factors had been identified, responsible officers failed to integrate these into their planning far too often. This meant that the individual's abilities and achievements were not always affirmed and this led to missed opportunities to effect lasting change, in particular in developing healthy family relationships.

In just over two-thirds of the cases inspected, planning set out the interventions that were most likely to reduce reoffending and support desistance. We found examples where the focus of plans was too narrow, for example where there was too much emphasis on services to support desistance. This meant that other interventions to address offending-related factors were not in place. We found that, where assessments were incomplete, planning failed to adequately focus on the areas of work that were necessary.

Planning to keep other people safe was not done consistently well. The following example illustrates the limited attention planning paid to keeping other people safe in a case.

In the case of Tariq, planning outlines the services required to manage desistance. However, there is no reference made to the need for police involvement in managing risk of harm, such as obtaining police intelligence. There is no outline of constructive interventions and no additional licence conditions were requested prior to release in order to manage the risks that Tariq posed. The contingency plan refers to increased reporting and recall only which does not adequately address how any escalating risks will be managed.

In just over half of the inspected cases, planning properly addressed risk of harm factors and prioritised those that were most critical. In just under half of the inspected cases, not enough action had been taken to protect potential and actual victims. The necessary restrictive measures needed to manage risk of harm were set out in just over half of the inspected cases. The lack of relevant information during the assessment of risk of harm meant that planning was not effective in all cases where issues related to risk of harm had been identified. This needs to improve.

Links to other public protection agencies involved with the individual, and contingency arrangements for managing the risks identified, were not satisfactory. This left actual and potential victims without adequate protection. Communication with some partners was erratic and uncoordinated, and actions were often not followed up in a timely manner.

2.3. Implementation and delivery	Requires improvement
High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user.	

The requirements of the sentence started promptly in the majority of cases. This maximised the service users' motivation, which is commonly stronger at the start of a sentence. Responsible officers demonstrated a mature approach to maintaining effective working relationships with service users. This included the appropriate use of information from self-assessment questionnaires, prompt responses to missed appointments (via telephone calls and letters to the service user) and the affirmation of positive engagement. The latter supported a strengths-based approach to ensuring the sentence of the court was delivered.

The flexibility in providing supervision was impressive. We found numerous examples where responsible officers had personalised their interventions to meet assessed risk and needs. Frequently, vulnerable individuals were seen several times a week, medical issues were appropriately considered, motivational work was carried out and individual circumstances were taken into account so that individuals could complete their sentence. The following case illustrates this.

There was good contact in a supportive manner. The practitioner took practical steps to assist Ludmilla in responding to her diversity needs very early on in the order, both building trust and addressing major problems with her before undertaking more detailed work. It was evident that the practitioner sought to build on previous work undertaken by Ludmilla, developing her skills to become self-sufficient in strengthening her own protective factors.

Disappointingly, the level of contact with individuals before release from custody was poor. We found that just under one-third of individuals received the appropriate level of contact before being released into the community. Responsible officers did not use correspondence or telephone calls as much as they could have. This meant that opportunities to support desistance work and formulate robust risk management plans were missed.

Responsible officers had mostly explored individuals' previous responses to supervision, where appropriate, and highlighted what would support compliance. Enforcement decisions were mostly taken correctly, but decisions about acceptable absences were not recorded or explained well in just under a quarter of the inspected cases. Work to re-engage individuals following recall and enforcement was good.

The delivery of education, training and employment (ETE) services to support desistance was done well in just over three-fifths of the inspected cases. However, a number of key areas, including alcohol and drug misuse, the impact of lifestyle choices and attitudes to offending, did not receive the required attention. This applied to approximately three-fifths of the inspected cases.

Responsible officers had not consistently identified the services most likely to reduce reoffending in just under half of the inspected cases. Furthermore, the sequencing of interventions was not always well informed. We found better evidence of responsible officers building on the strengths and protective factors of service users. Examples included personalised work activity exercises and employment readiness questionnaires. Good motivational work was supported by a meaningful emphasis on sustaining employment and pursuing a non-criminal identity.

In cases where other service providers were delivering interventions, the coordination of this was not managed consistently well. We found examples where attempts had been made by responsible officers to contact these agencies but there was little follow-up when they did not respond. This meant that it was not possible to assess or monitor the progress individuals were making.

Work to link with key people in the service user's life was limited. We found numerous opportunities that responsible officers had missed. If there had been meaningful engagement with 'significant others', more could have been achieved to reduce reoffending.

In just under a third of the cases we inspected, individuals were not offered enough supervisory contact. Contact in the first month was better, but the contact arrangements for many individuals changed to monthly reporting without a robust explanation for this decision. We found too many cases where insufficient contact had led to difficulties with compliance and left offending-related factors unaddressed. This was disappointing.

The involvement of local services during the course of statutory supervision was marginally better, but practitioners did not always pay sufficient attention to how individuals would be integrated into community-based services once their sentences had been served.

The implementation and delivery of services did not consistently support other people's safety. While the level of contact offered in some cases had the potential to address risk of harm issues, responsible officers did not pay enough attention to keeping actual and potential victims safe. Too often, contact with other public protection agencies to verify new information and disclose emerging circumstances was not timely. This left victims vulnerable.

A number of partnership agencies we spoke to told us that information on risk of harm was often either incomplete or limited and the quality varied from one responsible officer to another. They expressed this as a concern and we agreed. Furthermore, responsible officers did not routinely make contact with key individuals in the service user's life to manage risk of harm, and home visits to manage risk of harm effectively were limited.

2.4. Reviewing	Requires improvement
Reviewing of progress is well-informed, analytical and personalised, actively involving the service user.	

Reviewing of work was variable and scrutiny of risk of harm was significantly weaker compared to other aspects of practice. When done well, reviews were making a difference in engaging service users and maximising compliance. In around a third of the inspected cases, reviews did not pay enough attention to levels of compliance and engagement.

When used well, the CRISSA recording convention<sup>17</sup> supported appropriate and dynamic reviews, with good engagement from individuals. In these instances, reviews were carried out well in around two-thirds of the inspected cases. However, this convention was not routinely used and neither were any other methods to support effective reviewing in all cases. As a result, much of the contact with individuals covered the same topics and did not examine what was working well and what was not. Half of the service users had not been involved in reviewing their sentences in a meaningful way.

Reviews of work that focused on supporting the individual's desistance were better. In around two-thirds of the inspected cases, we were encouraged to find that responsible officers had focused on reviewing what changes had taken place in the individuals' assessed factors linked to offending. Here, these changes were appropriately integrated into the ongoing plan of work. Additionally, reviews had built on the strengths of individuals and had acknowledged their progress. This ensured that protective factors were being developed to reduce the likelihood of further offending.

In too many cases, there was very little recorded information from other agencies. This meant that reviews did not comprehensively cover all the relevant desistance factors.

In almost half of those cases where concerns about risk of harm had been highlighted, reviews failed to address these issues well enough. This led to over half of the reviews remaining largely the same in content, despite evidence of changes of circumstances in the contact entries. Examples included contact with children, gang association, missed appointments with public protection agencies, loss of contact, and new relationships being formed. The case below demonstrates some of the significant deficits we found in this area of work.

After Wayne was stabbed, there was no formal review and the level of contact was reduced. There is a lack of attention to detail paid by the responsible officer throughout, with the responsible officer failing to be sufficiently responsive to changes in circumstances and to explore relevant avenues with regard to developing an improved assessment and plan. The updated risk and needs assessment fails to capture information related to Wayne's known gang involvement, the fact that he has been stabbed or another altercation having been witnessed. He continues to be assessed as posing a low risk of harm, with no

<sup>17</sup> C – Check in, R – Review, I – Implement, S – Summary, S – Set tasks, and A – Attendance.

consideration of the impact of these incidents upon the risk to himself or others evident. Police intelligence checks are completed two months later.

There was limited evidence of information from other agencies being included to support the review of risk of harm work. We did, however, see some evidence of information being exchanged in emails and managers escalating their concerns.

Individuals under supervision were not adequately and systematically involved in exploring and addressing the risk of harm they presented to others. This was a worrying gap in practice, as these individuals were not always asked to reflect on their progress in reducing the risks of harm they posed. This missed opportunity meant that reviews did not take place to identify other interventions to mitigate the risk of harm. Management oversight was not effective in these cases.

## 4. Unpaid work and Through the Gate

The coordination of unpaid work is much improved since the inspection in 2018 and is leading to positive outcomes for individuals. There has been significant investment in staff development, including action learning sets to drive improvement. This is working well. Responsible officers have been allocated to those with standalone unpaid work requirements, which has allowed for more personalised interventions. Overall, practitioners pay good attention to engagement, and this ensures that unpaid work orders are more likely to be completed successfully. There are emerging opportunities for individuals to develop personal and employment skills. A range of placements are available.

Through the Gate provision is also much improved. The CRC has worked hard to build effective relationships with staff in the prisons where it is delivering resettlement services. Relationships with supply chain providers are good, and a range of interventions to support desistance are delivered across most prisons. There is good engagement with those who are accessing resettlement services and they can contribute to their plans. Practitioners do not routinely use all the information available to them to formulate plans. Where relevant, work to address risk of harm to others is not done consistently well. The coordination of resettlement activity is improving. Communication between prison-based staff and responsible officers in the community, before and at the point of release, shows promise.

### Strengths:

- Practitioners generally consider individuals' personal circumstances and diversity needs well when managing unpaid work orders.
- The allocation of the type of work to individuals is largely appropriate and suitable.
- Every individual who is unemployed at the start of their unpaid work order is referred for an ETE assessment. This process allows them to access opportunities for skills development.
- The planning for resettlement work is good and the key factors associated with individuals' offending behaviour are clearly understood.
- Resettlement plans identify the critical areas of work to support desistance

### Areas for improvement:

- Where a responsible officer is engaged in other activity/work with an individual, regular feedback is not consistently provided to them about the progress on unpaid work.
- Professional judgements are not always recorded or are not clear.
- Enforcement action is not always taken when necessary.
- Resettlement activity does not take sufficient account of risk factors related to risk of harm in all cases

4.1. Unpaid work	Good
Unpaid work is delivered safely and effectively, engaging the service user in line with the expectations of the court.	

A new model delivering end-to-end management of offenders with an unpaid work requirement was introduced in November 2017. The model has introduced practice standards, and these are improving performance. All standalone unpaid work orders are now allocated a responsible officer. This ensures continuity and stability in management of the sentence. The model is now embedded and the coordination and management of unpaid work is much improved. The number of stand-downs has fallen from around 6.5 per cent in April 2018 to 2 per cent in March 2019. This has supported an increase in the number of individuals successfully completing unpaid work orders to 77 per cent.

Assessments of an individual's motivation to comply with the requirements of their unpaid work order were not as strong as the attention paid to their diversity and personal circumstances. Too often, responsible officers did not spend enough time ensuring that the individual fully understood what was expected of them.

Comprehensive information was given in the induction interview but understanding of the requirements was not routinely checked. This led to failures that might have been avoided. Good attention to personal circumstances and the diversity needs of the individual was evident in many of the inspected cases. We found examples where the responsible officer had been flexible in response to childcare needs, and placements were changed to address tensions with others who were subject to unpaid work orders. Paid employment commitments were appropriately considered.

Available sources of information contributed to assessments in around three-quarters of the cases inspected. Health and safety and vulnerability needs of individuals were addressed well in the vast majority of cases. This meant that the quality of their experience on placements was maximised.

The risk of harm classification at the start of an order was accurate in almost all of the inspected cases. Assessments of risk of harm to other service users, staff or members of the public were carried out well in just over three-quarters of the cases.

The allocation of work to individuals was largely appropriate and suitable. This was helped by the variety of placements and locations available. Women-only placements were provided and these took account of their assessed personal circumstances and risk.

The arrangements for unpaid work largely motivated individuals to engage and comply with the requirements of their orders. Additionally, these arrangements appropriately considered risk of harm issues in just over three-quarters of the inspected cases. We found that, in just under one-quarter of the inspected cases, risk of harm had not been fully considered. In many cases, safeguarding checks had not been followed up after no response had been received, risk assessment plans were not timely, risk information was not shared between the responsible officer and the unpaid work team and patterns in previous offending had not been taken into account in almost one-quarter of the inspected cases.

We were pleased to find that placement coordinators had actively tried to build on the strengths of individuals, in order to enhance their protective factors. Over half of the placements were in groups, and the CRC had worked hard to source a variety of placements. Community groups were given opportunities through the CRC's website to nominate projects. This ensured that there was a healthy reparation element relevant to the locality.

Placements including gardening projects, facilities maintenance, charity shop work, painting and decorating were available across all boroughs. In total, at the time of the inspection, there were 350 projects taking place in London. This ensured that those undertaking unpaid work had some access to opportunities to develop and consolidate new skills, as well carrying out work to support their rehabilitation.

Every individual who was unemployed at the start of their unpaid work order was referred for an ETE assessment. This ensured that there were mechanisms in place to maximise personal development. We were pleased to find that some individuals had completed different levels of health and safety qualifications while undertaking unpaid work. Additionally, although not yet embedded, managers were working with the Open College Network to design bespoke accredited units of qualifications.

Disappointingly, effective feedback to responsible officers about progress during unpaid work was only present in around two-fifths of the cases inspected. This meant that responsible officers often relied simply on the information provided by the individual.

Work to support the implementation of the sentence was variable. First appointments were offered promptly in almost 80 per cent of the inspected cases. Enforcement activity was not consistent. Reasons for missed appointments were either not recorded or only sometimes recorded in half of the inspected cases. Additionally, explanations about why professional judgement decisions on enforcement had been made were not clear in almost one-third of the inspected cases. In around one-third of the inspected cases, individuals were not returned to court when they should have been. This area of practice needs to improve.

The level of engagement and compliance was not reviewed well in almost 44 per cent of the inspected cases. This led to further difficulties in compliance and the successful completion of the sentence of the court.

4.2. Through the Gate	Good
Through the Gate services are personalised and coordinated, addressing the service user's resettlement needs.	

In the 14 prisons for which the CRC is responsible, resettlement services are delivered by a range of commissioned providers from St Mungo's, Penrose, Novus, Catch 22 and responsible officers directly employed by the CRC. The availability of services varies across the prisons. In some, resettlement workers deliver ETE and disclosure of convictions workshops, and debt and finance interventions. In others, workshops are delivered to support compliance with licence conditions. This maximises the likelihood of compliance. In many prisons, arrangements are in place for banks and building societies to provide information about setting up personal

accounts. We found that the CRC and its partners were working conscientiously to provide meaningful services and build healthy relationships.

Resettlement plans to address assessed need were clear and timely in just over two-thirds of inspected cases. Resettlement practitioners did not, however, routinely draw on available information. This left some gaps in the quality of assessments and plans. Individuals were routinely and consistently given opportunities to contribute to identifying their resettlement needs and their motivation to change was assessed well. We saw evidence in case files of specific needs identified by service users being included in plans.

Planning for work to support desistance and resettlement built on the individual's strengths and protective factors well in just over two-thirds of the inspected cases. The sensitivity shown in assessing and responding to diversity needs was done well in the vast majority of inspected cases. Here, we found evidence of practitioners considering emotional wellbeing needs, given that these had been identified as barriers to resettlement. Disappointingly, planning to address risk of harm was weaker. Key issues were frequently missed, and information from other sources was not considered. Individuals were not always asked to reflect on the harm they had caused to others. This potentially left actual and potential victims unprotected.

Where required, resettlement interventions were delivered well in around three-quarters of the inspected cases. The key factors associated with the service users' offending behaviour had been identified and prioritised accurately. However, there were gaps in the delivery of some resettlement services. The weakest area was substance misuse. Again, when delivered well, services built on the individual's strengths and met diversity needs. Resettlement activity did not analytically consider issues related to risk of harm, however. We found that practitioners failed to give adequate attention to risk of harm factors in around two-fifths of inspected cases. This was disappointing.

Where resettlement needs had been identified, services to meet these needs were generally coordinated well with other services being delivered in prison. Encouragingly, communication between prison-based staff and responsible officers in the community, before and at the point of release, was good. The handover to local service providers in the community was not consistently effective and is an area that needs further attention.

## Annex 1: Methodology

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The inspection methodology is summarised below, linked to the three domains in our standards framework. We focused on obtaining evidence against the standards, key questions and prompts in our inspection framework.

### **Domain one: organisational delivery**

The provider submitted evidence in advance and the CRC's Director of Probation delivered a presentation covering the following areas:

- How does the leadership of the organisation support and promote the delivery of a high-quality, personalised and responsive service for all service users?
- How are staff in the organisation empowered to deliver a high-quality, personalised and responsive service for all service users?
- Is there a comprehensive range of high-quality services in place, supporting a tailored and responsive service for all service users?
- Is timely and relevant information available, and are there appropriate facilities to support a high-quality, personalised and responsive approach for all service users?
- What are your priorities for further improvement, and why?

During the main fieldwork phase, we interviewed 107 individual responsible officers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings and focus groups, which allowed us to triangulate evidence and information. In total, we conducted 47 meetings with staff within London CRC and its partners, stakeholders and supply chain providers. The evidence explored under this domain was judged against our published ratings characteristics.<sup>18</sup>

### **Domain three: sector-specific work**

#### Unpaid work

We examined 97 cases with unpaid work requirements that had begun at least three months previously. The sample included cases managed by the NPS as well as cases managed by the CRC. We ensured that the ratios in relation to gender and risk of serious harm level matched those in the eligible population. We used the case management and assessment systems to inspect these cases.

We also held meetings with the following individuals/groups, which allowed us to triangulate evidence and information:

- the senior manager with overall responsibility for the delivery of unpaid work

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<sup>18</sup> HM Inspectorate's domain one ratings characteristics can be found here: <https://www.justiceinspectors.gov.uk/hmiprobation/wp-content/uploads/sites/5/2018/05/Probation-Domain-One-rating-characteristics-March-18-final.pdf>

- middle managers with responsibilities for unpaid work
- a group of supervisors of unpaid work, from a range of geographical locations.

### Through the Gate

We examined 79 custodial cases in which the individual had been released on licence or post-sentence supervision six weeks earlier from the CRC's resettlement prisons, over a two-week period. The sample included those entitled to pre-release Through the Gate services from the CRC who were then supervised post-release by the CRC or the NPS. We used the case management and assessment systems to inspect these cases.

We also held meetings with the following individuals/groups:

- the senior manager in the CRC responsible for Through the Gate services
- a small group of middle managers responsible for Through the Gate services in specific prisons
- a group of CRC resettlement workers directly responsible for preparing resettlement plans and/or meeting identified resettlement needs.

## Annex 2: Inspection results: domains two and three

In this inspection we conducted a detailed examination of a sample of 148 domain two cases. In each of those cases, we inspect against four standards – assessment, planning, implementation/delivery and reviewing. Within each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which service users were involved in assessment and planning and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

To score an 'Outstanding' rating for one of the domain two key questions, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient then we rate this as 'Inadequate'.

The rating at the standard level is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate' the overall rating for that standard is 'Inadequate'.

Lowest banding (key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding ☆

## 2. Case supervision

Standard/Key question	Rating/% yes
<b>2.1. Assessment</b>	<b>Requires improvement</b>
Assessment is well-informed, analytical and personalised, actively involving the service user	
2.1.1. Does assessment focus sufficiently on engaging the service user?	62%
2.1.2. Does assessment focus sufficiently on the factors linked to offending and desistance?	64%
2.1.3. Does assessment focus sufficiently on keeping other people safe?	58%

<b>2.2. Planning</b>	<b>Requires improvement<sup>19</sup></b>
Planning is well-informed, holistic and personalised, actively involving the service user.	
2.2.1. Does planning focus sufficiently on engaging the service user?	53%
2.2.2. Does planning focus sufficiently on reducing reoffending and supporting the service user's desistance?	67%
2.2.3. Does planning focus sufficiently on keeping other people safe? <sup>20</sup>	48%
<b>2.3. Implementation and delivery</b>	<b>Requires improvement<sup>21</sup></b>
High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user	
2.3.1. Is the sentence/post-custody period implemented effectively with a focus on engaging the service user?	71%
2.3.2. Does the implementation and delivery of services effectively support the service user's desistance?	52%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	48%
<b>2.4. Reviewing</b>	<b>Requires improvement<sup>22</sup></b>
Reviewing of progress is well-informed, analytical and personalised, actively involving the service user	
2.4.1. Does reviewing focus sufficiently on supporting the service user's compliance and engagement?	65%
2.4.2. Does reviewing focus sufficiently on supporting the service user's desistance?	61%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	49%

<sup>19</sup> In arriving at the rating for planning, we have exercised professional discretion in relation to the case data, to take into account wider evidence gathered about this particular aspect of practice.

<sup>20</sup> Please note: percentages relating to questions 2.2.3, 2.3.3 and 2.4.3 are calculated for the *relevant* sub-sample – that is, those cases where risk of serious harm issues apply, rather than for the *total* inspected sample.

<sup>21</sup> In arriving at the rating for implementation and delivery, we have exercised professional discretion in relation to the case data, to take into account wider evidence gathered about this particular aspect of practice.

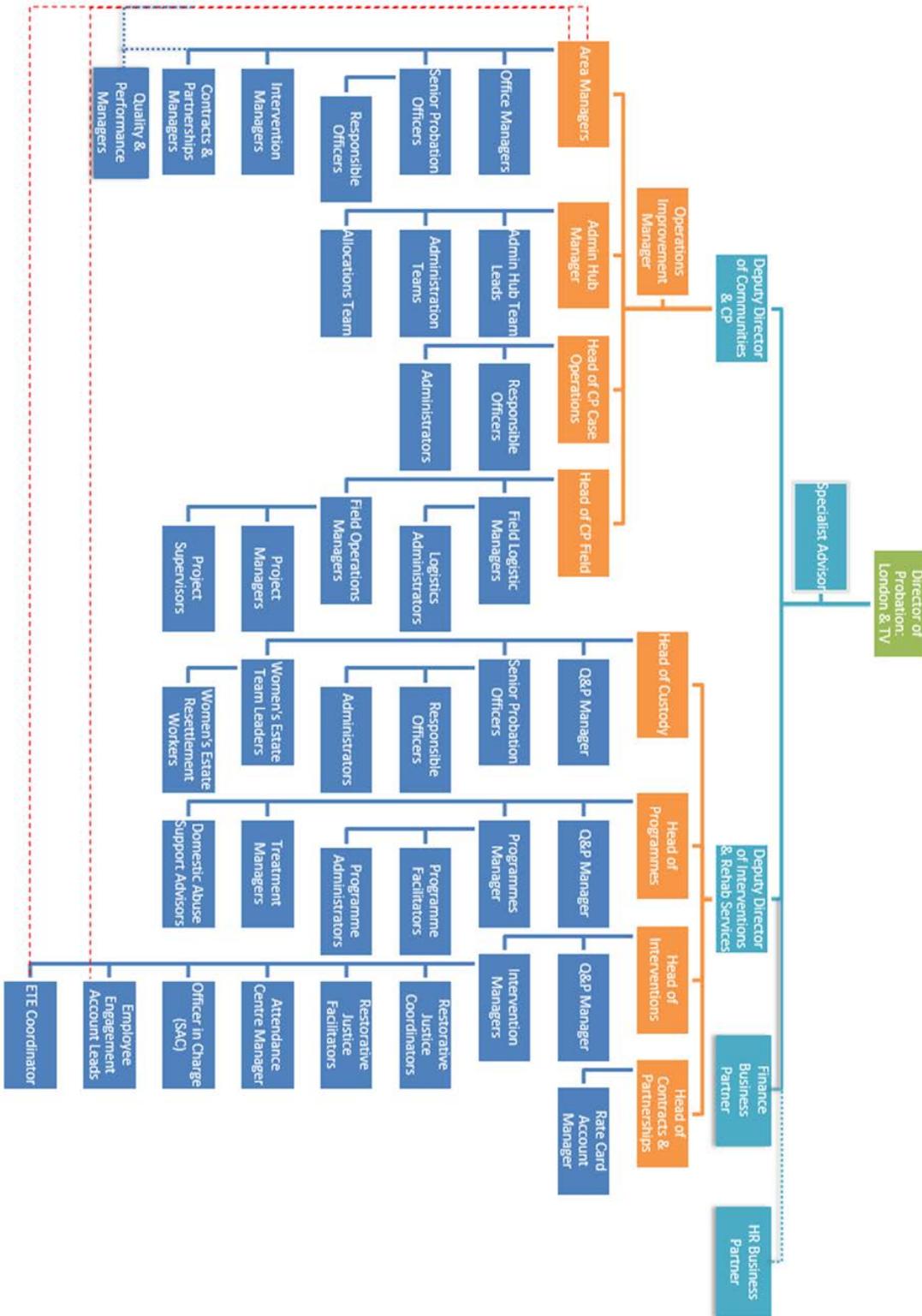
<sup>22</sup> In arriving at the rating for reviewing, we have exercised professional discretion, lifting the rating from inadequate to requires improvement, so as to take into account wider evidence gathered about this particular aspect of practice.

## 4. CRC-specific work

Standard/Key question	Rating/% yes
<b>4.1. Unpaid work</b>	
Unpaid work is delivered safely and effectively, engaging the service user in line with the expectations of the court	<b>Good</b>
4.1.1. Does assessment focus on the key issues relevant to unpaid work?	74%
4.1.2. Do arrangements for unpaid work focus sufficiently on supporting the service user's engagement and compliance with the sentence?	77%
4.1.3. Do arrangements for unpaid work maximise the opportunity for the service user's personal development?	77%
4.1.4. Is the sentence of the court implemented appropriately?	73%
<b>4.2. Through the Gate</b>	
Through the Gate services are personalised and coordinated, addressing the service user's resettlement needs	<b>Good</b>
4.2.1. Does resettlement planning focus sufficiently on the service user's resettlement needs and on factors linked to offending and desistance?	66%
4.2.2. Does resettlement activity focus sufficiently on supporting the service user's resettlement?	71%
4.2.3. Is there effective coordination of resettlement activity?	78%

# Annex 3: Operating model

## Organisational structure



(Organogram supplied by London CRC)



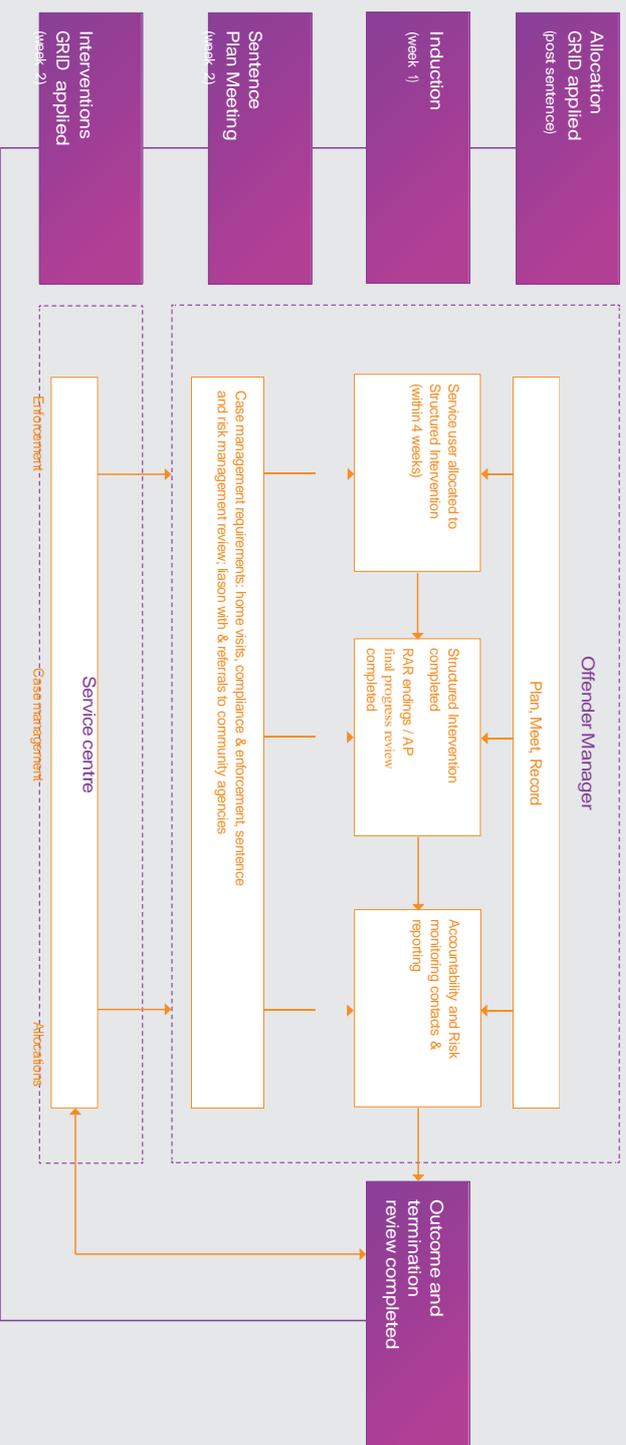
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Live-Transformed

London  
Community Rehabilitation Company  
PROBATION

## London CRC supervision model

The supervision delivery model summarises how we would deliver the sentence of the Court using the GRID to determine interventions and risk control measures that are structured and consistent with the sentence plan and delivered at the outset of the supervision. It improves both the experience and outcomes for service user supervision, risk management and offence related needs. All the administrative requirements in the delivery and administration of the sentence of the Court are provided by an admin service centre.



## Available services and involvement of the third sector as described by London CRC

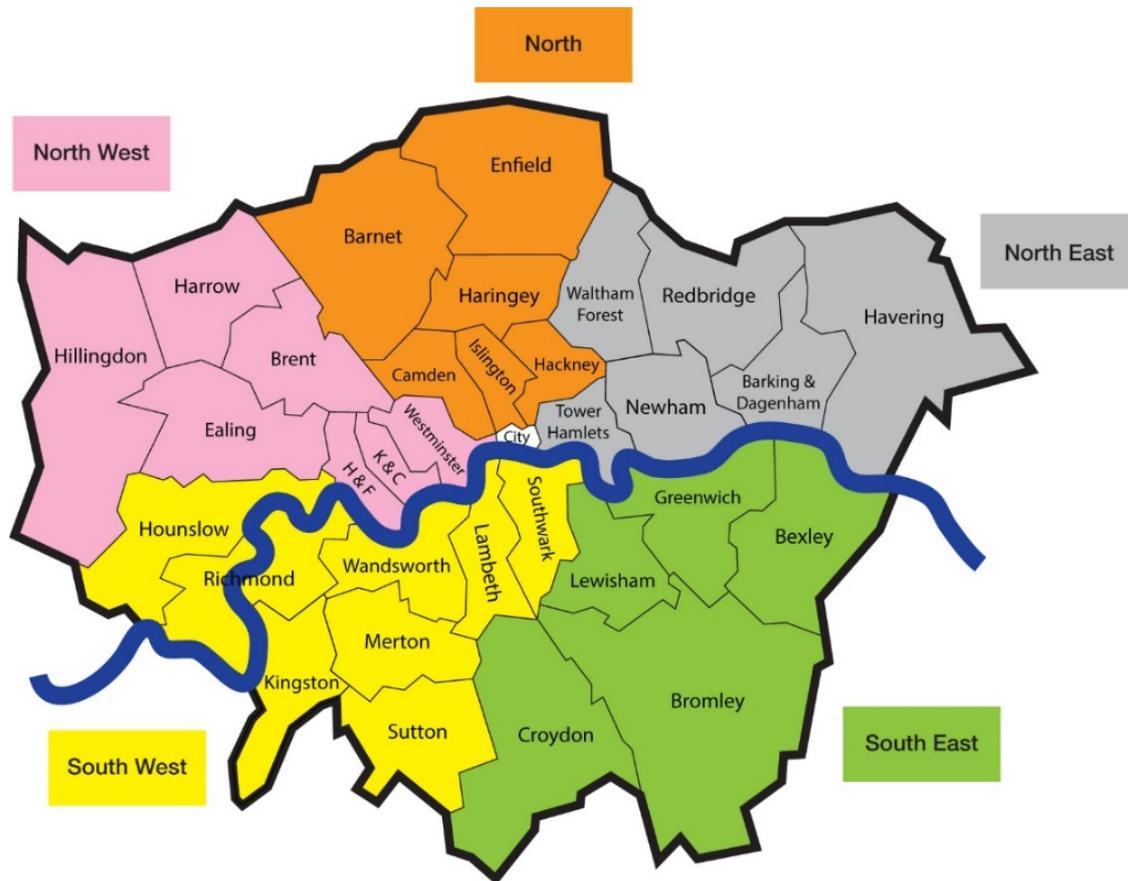
		Attitudes Thinking and Behaviour	Substance Misuse	Violence Against the Person	Family & Relationships	Accommodation	Health and Wellbeing	Education, Training and Employment, Finance Benefit and Debt	Victim Empathy	Lifestyle and Associates	One to One	Group Work	Average Number of Sessions	Location
Structured RAR Groups	Safer Streets	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Min 12 Max 20	Brent Newham Croydon*
	Restorative Justice (Making Amends)	Y							Y	Y		Y	10	All London
	Restorative Justice (RJ Conferencing)	Y							Y	Y	Y		Up to 15	All London
	Job Clubs/ETE							Y				Y	6	All London
	Domestic Abuse Intervention	Y			Y				Y		Y	Y		Coming Soon
	Stepping Stones for Change	Y	Y		Y	Y							Y	12
Women's Offer	Heal	Y	Y	Y	Y		Y			Y		Y	7	Bexley Bromley
	Thinking Ahead for Women	Y			Y		Y					Y	14	All London
	Women's Keyworker Service	Y	Y	Y	Y	Y	Y	Y		Y	Y	Optional		‡
Toolkits & One to One to Work	Short Term Psychological Therapy						Y				Y		12	All London
	Structured Supervision for Domestic Abuse	Y		Y	Y							Y	16	All London
	Structured Supervision for Anger Management	Y		Y			Y		Y	Y	Y		10	All London
	Maturity Resource Pack	Y			Y		Y			Y	Y		Up to 30	All London
	Structured Supervision Programme	Y								Y	Y		10	All London
	Alcohol Toolkit		Y									Y	6	All London
	Endings RAR	Y								Y	Y		1	All London
	Targets for Effective Change	Y	Y		Y	Y	Y	Y		Y	Y		13	All London

\* Coming soon † Due to expand ‡ Hammersmith & Fulham, Westminster, Kensington & Chelsea, Ealing, Hounslow, Brent, Hillingdon, Haringey, Enfield, Camden, Islington, Hackney, Barking & Dagenham, Havering, Waltham Forest, Redbridge, Newham, Croydon, Lewisham, Southwark and Greenwich

### Accredited programmes delivered:

- Thinking Skills programme
- Resolve
- Building Better Relationships
- Drink Impaired Drivers programme

## Map of the area



(Map supplied by London CRC)

## Annex 4: Glossary

---

<b>Accountability</b>	When people are responsible for making decisions and taking actions on areas of work within their remit
<b>Accredited programme</b>	A programme of work delivered to offenders in groups or individually through a requirement in a community order or a suspended sentence order, or as part of a custodial sentence or a condition in a prison licence. Accredited programmes are accredited by the Correctional Services Accredited Panel as being effective in reducing the likelihood of reoffending
<b>Action Learning Sets</b>	A learning and development tool where small groups of people regularly gather to problem-solve issues
<b>Allocation</b>	The process by which a decision is made about whether an offender will be supervised by a CRC or the NPS
<b>Approach</b>	The overall way in which something is made to happen; an approach comprises processes and structured actions within a framework of principles and policies
<b>Assessment</b>	The process by which a decision is made about the things an individual may need to do to reduce the likelihood of them reoffending and/or causing further harm
<b>Barriers</b>	The things that make it difficult for an individual to change
<b>Building Better Relationships</b>	A nationally accredited group work programme designed to reduce reoffending by adult male perpetrators of intimate partner violence
<b>Breach (of an order or licence)</b>	Where an offender fails to comply with the conditions of a court order or licence. Enforcement action may be taken to return the offender to court for additional action or recall them to prison
<b>Business plan</b>	A plan that sets out an organisation's objectives. It may also be known as an organisational plan or corporate plan
<b>Business support officer</b>	Member of staff who supports senior probation officers with a range administrative tasks
<b>CRC</b>	Community Rehabilitation Company: 21 CRCs were set up in June 2014, to manage most offenders who present a low or medium risk of serious harm
<b>Criminal justice system</b>	Involves any or all of the agencies involved in upholding and implementing the law – police, courts, youth offending teams, probation and prisons
<b>CRISSA</b>	Recording template used by responsible officers to structure their contact with individuals (C – Check in, R – Review, I – Implement, S – Summary, S – Set tasks and A – attendance)

<b>Dashboard</b>	An electronic facility which provides access to management information
<b>Desistance</b>	The cessation of offending or other antisocial behaviour
<b>Drink Impaired Drivers programme</b>	An accredited programme designed to reduce the risk of future drink-related driving offences
<b>Diversity</b>	The extent to which people within an organisation recognise, appreciate and utilise the characteristics that make an organisation and its service users unique. Diversity can relate to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sex
<b>Dynamic factors</b>	As distinct from static factors, dynamic factors are the factors in an individual's circumstances and behaviour that can change over time
<b>Enforcement</b>	Action taken by a responsible officer in response to an individual's non-compliance with a community sentence or licence. Enforcement can be punitive or motivational
<b>Equality</b>	Ensuring that everyone is treated with dignity and respect, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sex. It also means recognising that diverse groups have different needs, and ensuring that they have equal and fair access to appropriate opportunities
<b>Escalation</b>	The term used to describe the process where a case allocated to a CRC is referred to the NPS for reallocation because an increase in the risk of harm posed by the offender now places that person within the category of those who should be supervised by the NPS
<b>ETE</b>	Education, training and employment: work to improve an individual's learning, and to increase their employment prospects
<b>Grid</b>	A tool used by responsible officers to determine contact levels and determine interventions in casework
<b>Identity shift</b>	A pro-social outcome that is sought through work with individuals
<b>Intervention</b>	Work with an individual that is designed to change their offending behaviour and/or to support public protection. A constructive intervention is where the primary purpose is to reduce likelihood of reoffending. A restrictive intervention is where the primary purpose is to keep to a minimum the individual's risk of harm to others. With a sexual offender, for example, a constructive intervention might be to put them through an accredited sex offender treatment programme; a restrictive intervention (to minimise their risk of harm to others) might be to monitor regularly and meticulously their accommodation, their employment and the places

	they frequent, imposing and enforcing clear restrictions as appropriate to each case. Both types of intervention are important
<b>JIRA</b>	An electronic interface between field teams and service centres which tracks the progress of tasks and actions required to support effective supervision of individuals. (Note: JIRA is not an acronym)
<b>Licence</b>	This is a period of supervision immediately following release from custody, and is typically implemented after an offender has served half of their sentence. Any breaches to the conditions of the licence can lead to a recall to prison where the offender could remain in custody for the duration of their original sentence
<b>Lived experience</b>	This refers to an individual's experience of the criminal justice system and/or offending history
<b>Local delivery unit</b>	An operational unit comprising an office or offices, generally coterminous with police basic command units and local authority structures
<b>MAPPA</b>	Multi-Agency Public Protection Arrangements: where NPS, police, prison and other agencies work together locally to manage offenders who pose a higher risk of harm to others. Level 1 is ordinary agency management where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. This compares with Levels 2 and 3, which require active multi-agency management
<b>Mentoring</b>	The advice and guidance offered by a more experienced person to develop an individual's potential
<b>MoJ</b>	Ministry of Justice: the government department with responsibility for the criminal justice system in the United Kingdom
<b>MOPAC</b>	Mayor's Office for Policing and Crime
<b>NPS</b>	National Probation Service: a single national service that came into being in June 2014. Its role is to deliver services to courts and to manage specific groups of offenders, including those presenting a high or very high risk of serious harm and those subject to MAPPA in England and Wales
<b>Offender management</b>	A core principle of offender management is that a single practitioner takes responsibility for managing an offender throughout their sentence, whether in custody or the community
<b>One Referral</b>	A process used by the CRC where a responsible officer makes one referral to access services. This avoids duplication of information
<b>Partners</b>	Partners include statutory and non-statutory organisations, working with the participant/offender through a partnership agreement with a CRC or the NPS

<b>Probation officer</b>	This is the term for a responsible officer who has completed a higher-education-based professional qualification. The name of the qualification and content of the training varies depending on when it was undertaken. They manage more complex cases
<b>Probation services officer</b>	This is the term for a responsible officer who was originally recruited with no professional qualification. They may access locally determined training to qualify as a probation services officer or to build on this to qualify as a probation officer. They may manage all but the most complex cases depending on their level of training and experience. Some PSOs work within the court setting, where their duties include writing pre-sentence reports
<b>PQiP</b>	Probation Qualification in Probation: a probation officer training programme
<b>Providers</b>	Providers deliver a service or input commissioned by and provided under contract to a CRC or the NPS. This includes the staff and services provided under the contract, even when they are integrated or located within a CRC or the NPS
<b>Post-sentence supervision</b>	Introduced by the Offender Rehabilitation Act 2014, post-sentence supervision provides input from responsible officers to released prisoners following the end of their licence. Breaches are enforced by the magistrates' court
<b>Rehabilitation Activity Requirement</b>	From February 2015, when the Offender Rehabilitation Act 2014 was implemented, courts can specify a number of rehabilitation activity requirement days within an order; it is for probation services to decide on the precise work to be done during the rehabilitation activity requirement days awarded
<b>Rate card</b>	A directory of services offered by the CRC for the NPS to use with its offenders, detailing the price
<b>Resolve</b>	An accredited programme for male perpetrators of interpersonal violence, designed to help them gain a better understanding of their emotions and behaviour and learn new ways of thinking to help them avoid violence
<b>Responsible officer</b>	The term used for the officer (previously entitled 'offender manager') who holds lead responsibility for managing a case
<b>Restorative justice</b>	This practice enables victims to meet or communicate with their offender to explain the real impact of the crime. In an RJ conference, victims have a chance to tell the service user how they have been affected. Service users gain empathy and understanding for those they have harmed and the opportunity to make amends

<b>SARA</b>	Spousal Assault Risk Assessment: helps criminal justice professionals to predict the likelihood of domestic abuse by screening risk factors in individuals suspected of or being treated for spousal abuse
<b>SEEDS</b>	Skills for Effective Engagement Development and Supervision: a skills-based practice framework for enhancing offender engagement
<b>Service centre</b>	An administrative hub providing support to frontline staff
<b>Senior probation officer</b>	First line manager within probation services
<b>Stakeholder</b>	A person, group or organisation that has a direct or indirect stake or interest in the organisation because it can either affect the organisation, or be affected by it. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community. Examples of internal stakeholders are people or groups of people within the organisation
<b>Supply chain</b>	Providers of services commissioned by the CRC
<b>Thinking Skills Programme</b>	An accredited group programme designed to develop an offender's thinking skills to help them stay out of trouble
<b>Third sector</b>	The third sector includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, mutuals and cooperatives
<b>Through the Gate</b>	Through the Gate services are designed to help those sentenced to more than one day in prison to settle back into the community upon release and receive rehabilitation support so they can turn their lives around
<b>Trauma-informed practice</b>	An approach to working with individuals where issues of trauma play a central role
<b>Unpaid work</b>	A court can include an unpaid work requirement as part of a community order. Offenders can be required to work for up to 300 hours on community projects under supervision. Since February 2015, unpaid work has been delivered by CRCs



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HM Prison &  
Probation Service

## Strengthening probation, building confidence

Probation reform and what it means to our  
partners and communities we work in

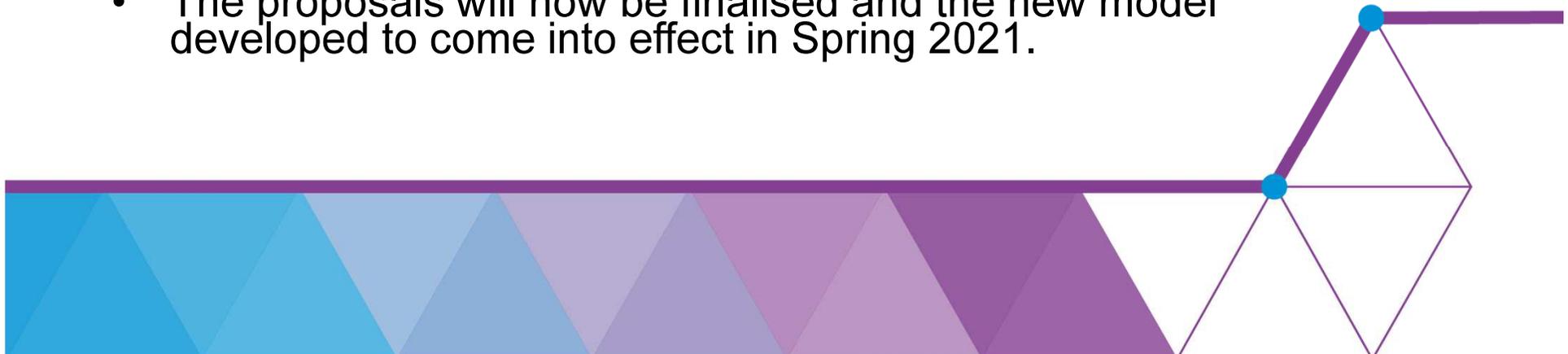




HM Prison &  
Probation Service

# Probation reform

- The then Justice Secretary, David Gauke set out a blueprint for the future of probation (6 May 2019). This was widely communicated in the media.
- The case management of all offenders/services users on Community Orders, Licence release from Custody and Serving Prisoners will move back to the public sector and be delivered by the NPS.
- Programmes, unpaid work and other interventions will be put out for tender to both private and public sectors with the voluntary and charitable sector encouraged to bid.
- The proposals will now be finalised and the new model developed to come into effect in Spring 2021.





HM Prison &  
Probation Service

## A new model for probation services – what happens now?

### What will happen in the future?

- The **NPS will continue to deliver advice to court** for all offenders and will continue to deliver some Accredited Programmes, including those which address sexual offending.
- In 2021 the **NPS will become responsible for all offender management services –for low, medium and high risk offenders.**





# A new model for probation services – what happens now?

## Developing an innovative mixed market

- **Unpaid Work and Accredited Programmes**

We intend to run a competitive process to contract suppliers to deliver these services in England and in Wales.

**Unpaid Work** requirements require offenders to make direct reparation to the community for their crime by undertaking work which provides benefits to local residents. In 2018, 57,200 unpaid work orders were commenced.

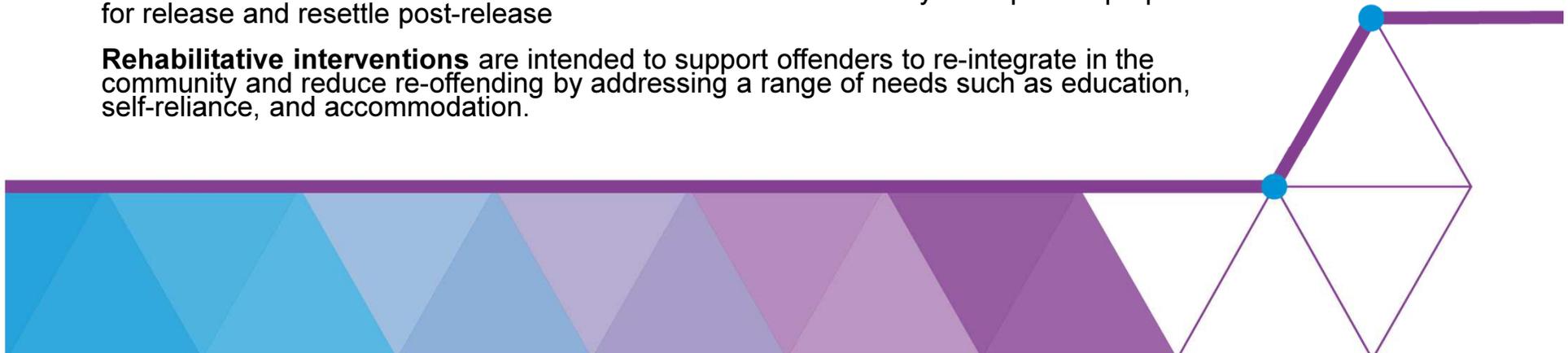
**Accredited Programmes** are structured programmes which address key behaviours that are associated with offending. In 2018, 14,700 accredited programmes were commenced.

- **Resettlement and Rehabilitative Interventions**

The sourcing route for these will be a Dynamic Framework which will allow us to buy services in a way that is responsive to the needs of local areas and service users in England and in Wales.

**Resettlement services** are delivered to offenders while in custody to help them prepare for release and resettle post-release

**Rehabilitative interventions** are intended to support offenders to re-integrate in the community and reduce re-offending by addressing a range of needs such as education, self-reliance, and accommodation.





## HM Prison & Probation Service

### Our plans for the future

- There will be 12 probation areas across England and Wales. This will include the introduction of 11 new probation areas in England with existing arrangements remaining unchanged in Wales.
- In England, each of the areas will be overseen by new dedicated regional probation directors who will provide leadership, be responsible for delivery and commissioning of services. They, along with the NPS Director in Wales, will ensure effective delivery from pre-sentence stage in court, on release from prison, and in the community.
- The Ministry of Justice will seek to implement an independent statutory register for probation professionals alongside changes to support continuous professional development.

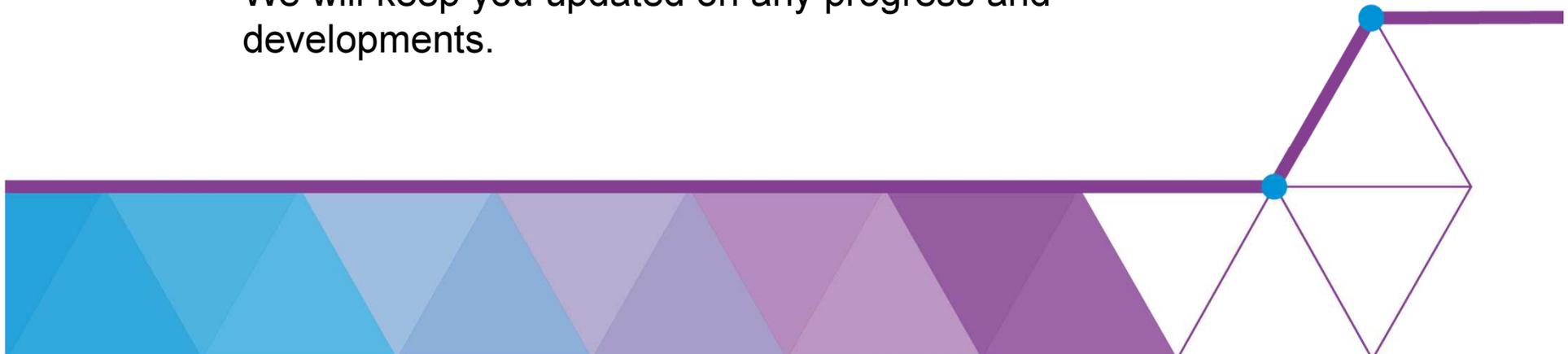




## HM Prison & Probation Service

# London NPS and CRC joint message to our partners

- While proposals for a new probation operating model are being finalised, it will be business as usual for both organisations as we continue to support our service users across London.
- We know all case management will move back to the public sector but there is an 18 months transition period to work through.
- London CRC and London NPS are committed to making it work and employees in both organisations are being fully supported over this time.
- We will keep you updated on any progress and developments.





HM Prison &  
Probation Service

## Our commitment to transforming lives

London Community Rehabilitation Company (CRC) and the National Probation Services (NPS) in London will continue to work collaboratively to make sure we continue to support and transform the lives of our service users.

If you would like to know more or have a question, please contact us:

**Aveen Gardiner (CRC) -**  
[Aveen.Gardiner@londoncrc.org.uk](mailto:Aveen.Gardiner@londoncrc.org.uk)

**Stuart Webber (NPS) -**  
[stuart.webber1@justice.gov.uk](mailto:stuart.webber1@justice.gov.uk)





HM Prison &  
Probation Service

**Any Questions?**



# Family Service

**Update for Safer Communities Partnership**

**October 201**

AGENDA ITEM 7

**Phase 2 Troubled Families Programme will end on 31 March 2020**  
Ministry of Housing, Local Government and Communities have indicated that there will be developments to and continuation of the Programme beyond March 2020.

The Troubled Families coordinator group have been advised a transitional period is to be expected for 2020/21 whilst a new Programme is developed this is scheduled for discussion with MHLGC at the end of October.

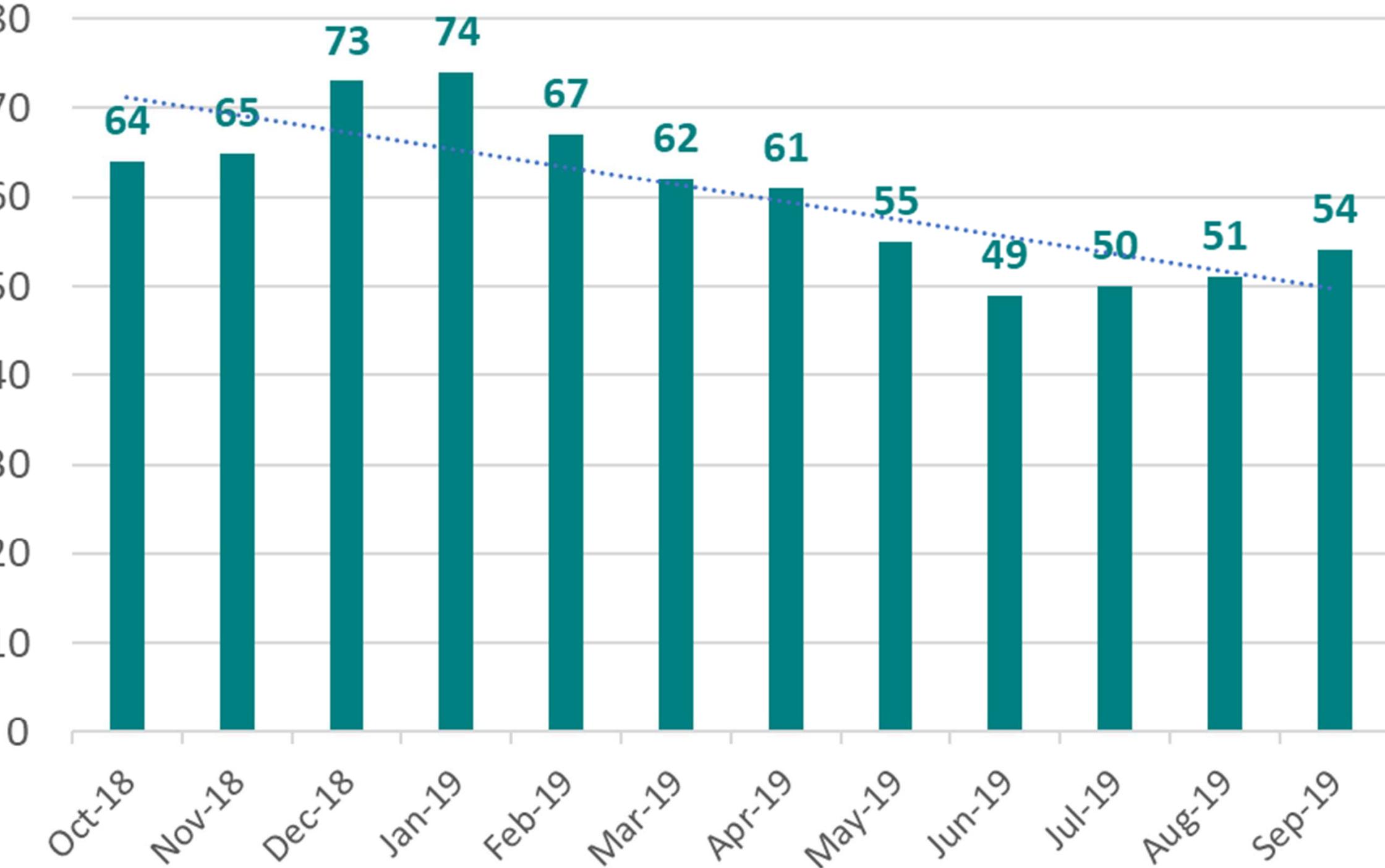
3,990 families have been attached to the programme; no further families will be attached to the Programme as there is insufficient time to achieve evidence of sustained improvement.

The current focus is on achieving 'turnaround' with the remaining families currently being worked with. Barnet has achieved turnaround outcomes for more than 80% of the attachment cohort (2,220)

Partnership posts from Probation, RISE (domestic abuse), Education and Health are currently subject to impact evaluation to inform future of the roles beyond March 2020

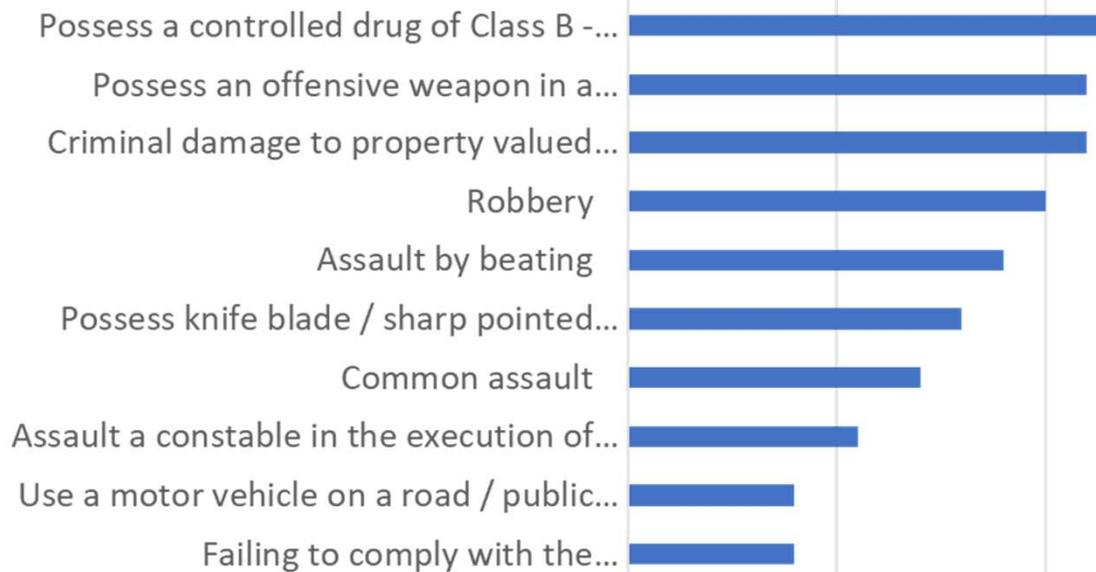
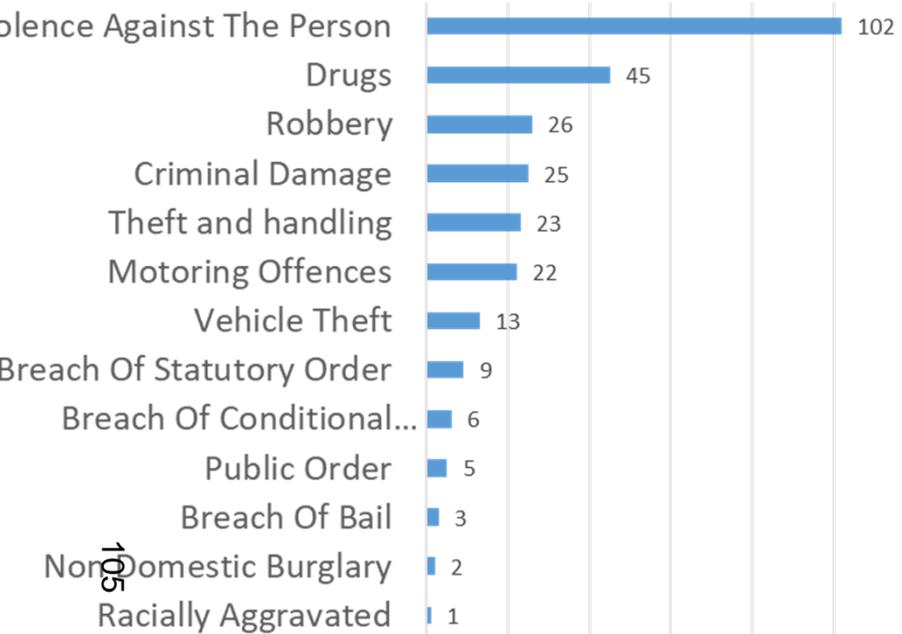
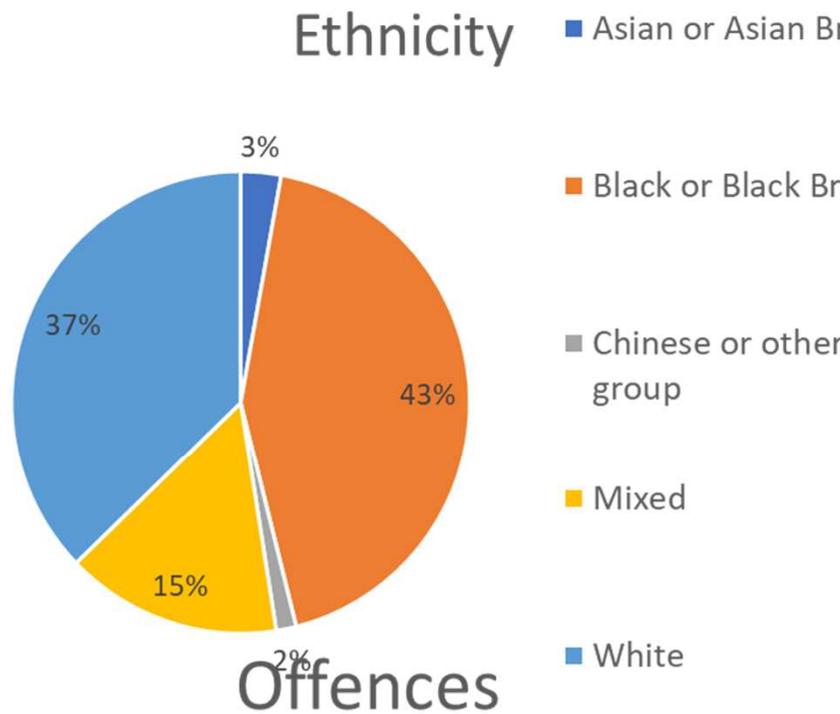
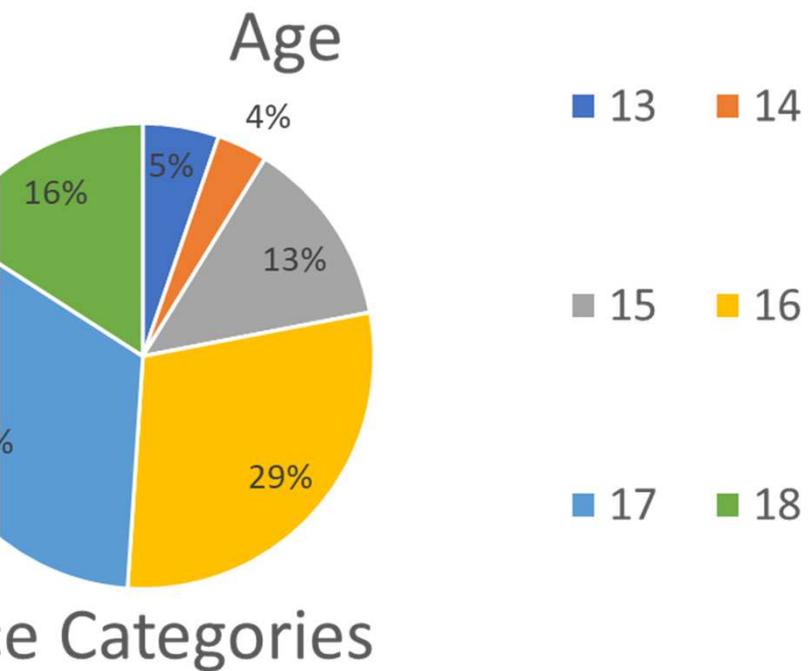
# Barnet Youth Offending

## October 2019



This indicator has seen a gradual decrease in the number of open cases, but slowly increasing in recent months.

# Demography - 01/09/19)



**5 young people in the YOT cohort say they have witnessed domestic abuse (19%)**

**of the time there is violent behaviour across the wider family of the young person and parents or carers  
sted physical abuse to the young person 15% of the time**

**of the YOT cohort have a history of offending in the family. 9% have a parent / carer with a known alcohol  
use problem and 11% have a parent / carer with a known mental health need**

**mental concerns for the care and supervision of the young person is present in 42% of the cohort.**

**osing concerns are present in 40% of the cohort**

**have a mental or physical health issue, or both. Mental Health needs have been identified in 55% of the  
almost 1 in 3 having contact with mental health services (27%)**

**under half (48%) misuse drugs or alcohol (mostly cannabis)**

**are identified as being at risk of exploitation with 32% being considered susceptible to manipulation and  
itation**

**risk is present for 1 in 2 young people (47%).**

**2 have a speech, language or communication concern (51%) and 14% have assessed educational needs  
ng previously had a Statement of Educational Needs (SEN)**

**10% have had some Children's Social Care involvement at some point in their life-time with 46% currently sub  
ld in Need Plan, 21% currently subject to a Child Protection Plan; 9% are Looked After Children subject t**

**most common offence type committed by the current cohort are:**

**Violence Against the Person (34%)**

**Sexual offences (17%) .**

**Driving offences (13%)**

**Shoplifting and handling (10%)**

**Robbery (9%)**

**24% of Violence Against the Person offences involved a knife and are flagged as knife offences. (24 offences were committed out of the Borough.**

**3% of Robbery offences involved a knife and are flagged as knife offences (3 offences). First-time offenders who commit robbery are around three times more likely to go on to commit 15 or more offences within the next 12 months (Owen, N. & Cooper, C. 2013).**

**A majority of young people known to the YOS team have only had one offence in the last 12-months. 3% of young people who have had more than 10 proven offences in the last 12-months**

**The average age of offence for young people subject to YOT orders is currently 15 years and 7 months**

**80% of the cohort are aged 16+ with the average age of young people subject to statutory YOT orders being 15 years and 1 month**

**40% of the YOT cohort are from Black and Minority Ethnic (BAME) backgrounds**

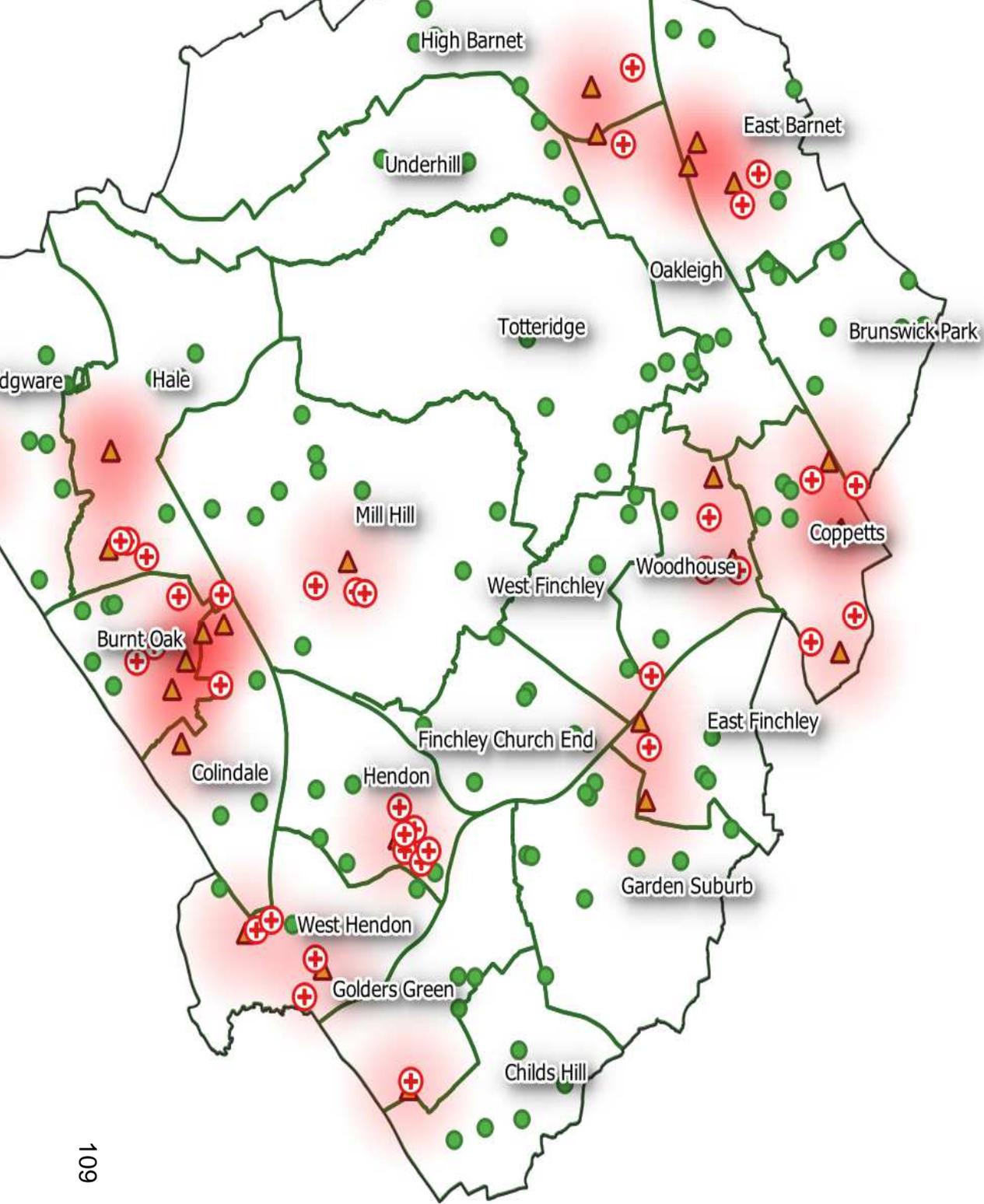
**Those that do enter into the criminal justice system as First Time Entrants (FTE) a large majority have no previous convictions or cautions, this is because they commit higher tariff offences**

# Spaces Partnership

**Home Office funding obtained in 2018 for Barnet Family Services Art Against Knives (AAK), MAC-UK and Growing Against Violence Education to deliver preventative school based programme for Year 6 and above and provide Creative Safe Spaces in the community for children and young people at risk of criminal or sexual exploitation and/or serious youth violence.**

**90 Young people have engaged in Art Against Knives Creative Safe Spaces across Barnet, including 179 new users (46 referred and 133 drop ins) and 151 young people already accessing AAK and continue to use the spaces.**

**94 users are female and 86 are male**



Growing Against Violence Education (GAV-Ed) are delivering school based prevention programmes across the borough

Schools identified as being in close proximity of the last known address of 27 offenders convicted of committing violent crime and/or supply of drugs between 11/09/18 and 12/09/19 have been targeted for GAV-Ed support

-  Risk offender
-  Target School
-  School not targeted

**AC funded in 2018 for a pan London service with 3 core functions:**

**Strategic Function: Intelligence Development** - 4 intelligence analysts in each London borough  
Constantly developing intelligence picture and identifying vulnerable and exploited young people

**Support Function: Rescue & Response** - 3 delivery partners providing tailored support:

**Giles Trust:** One-to-one support to young men; manages an out of hours phone support service; and operates an outreach 'rescue' team

**Sianda:** One-to-one support to young women

**Transfer London:** One-to-one support to young people through the LGE project

3 young people were referred to the Rescue and Response (R&R) project during the period  
70% aged 15 to 18 years, 83% are male

Referrals to the service from Barnet

**Engagement Function: Breaking the Cycle** – sharing good practice, delivering training, influencing policy & legislation development

Over a 10 year period there has been a 60% reduction in young people sentenced to YOT managed orders. This is reflected in reducing YOT caseloads

Arrest outcomes evidence higher use of Out of Court Disposals which demonstrate lower re-offending rates over time.

First Time Entrants have seen an increase in May 2019 and is at the highest level since July 2018.

Young people with YOT managed orders have highly complex needs and offend more frequently

Proportionately, violent offending and drug related offending have been increasing over time.

Black young males are disproportionately represented in the YOT cohort and in custody

offences committed are:

out of borough – 125 offences

W9 Colindale – 28 offences

W7 Mill Hill – 7 offences

Young people are entering the Criminal Justice system later and victims of serious youth violence incidents are increasingly over the age of 18. 75% of Serious Incident Response Meetings held in the past six months were for young people aged 18+.

Redthread Referral Data: April – June 2019 reports 8 males aged 17 – 24 years from Barnet engaged with the service (7 stabbings, 1 assault), 5 were aged 17.

Over the past two years, 24 young people transitioned to NPS/CRC Probation services on a statutory order from Barnet YOT at 18 years. Young people at risk of offending/re-offending can receive non-statutory support from 0-19 Early Intervention services. However, those without statutory orders or Care Leaver status have limited professional support frameworks beyond their 19<sup>th</sup> birthday.

## **Mental Health Support and Education, Training and Employment opportunities are a key focus for 2019/20**

CAMHS Transformation enabling early access to mental health support services: Barnet Integrated Clinical Services (BICS) collaborating closely with 0-19 Early Help Services and developing two new Mental Health Support Teams (with NHS funding) for the West Locality to be implemented in January 2020. Strengthening interface and transition to Adult well-being Hubs for young people aged 17+

Working preventatively with younger siblings: An out of hours Sibling Mentoring Programme bid in partnership with St Christopher's to Youth Endowment Fund has been successful

Strengthening transitional support for young people: A bid has been submitted to Young Londoners Fund to facilitate transitional safeguarding arrangements for young people aged 16 – 21 years engaged in offending behaviours or at risk of involvement in offending with transition from children's services and YOT into CRC, NPS and/or adult services. If the bid is unsuccessful a local offer will need to be considered

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# Safer Communities Partnership Board

25<sup>th</sup> October 2019

## Performance Dashboard

**Ben Norfolk**  
**Barnet Community Safety Team**

Crime figures in this report are provisional - to indicate trends and performance

AGENDA ITEM 8

<b>Overview dashboard</b>	page 3
<b>Violent crime and ASB dashboard</b>	page 4
<b>Glossary</b>	page 5

# Overview dashboard - Summary dashboard A

		Recent Quarter		Recent 12 months (to July 2019)		Peer comparison		Monthly exceptions (unusually high or low volume)		
RAG	Positive / Negative factors	Volume (May19 - Jul19)	Change vs. previous yr.	Volume	Change vs. previous yr.	Similar group rank	London rank	May-19	Jun-19	Jul-19
Burglary	● •Slight decrease in rolling 12 months •Decrease in last quarter vs. one year ago	882	-1%	3701	0%	15/15	21/33	●	●	●
Residential Burglary	● Note: Note: MPS definitions of residential and non-residential burglary have changed with the new definition coming into effect Apr 2017. Under the new rules burglaries of sheds in gardens of dwellings are counted as 'residential'.	727	7%	3039	5%	15/15	27/32	●	●	●
Burglary - business and community	●	155	-28%	662	-17%	13/15	12/32	●	●	●
Robbery	● •Increase last quarter •Increase in Jul-2019 •10th lowest level of all 32 boroughs	270	45%	997	37%	11/15	10/32	●	●	▲
Violent crime (VWI)	● •2rd lowest of all 32 London Boroughs and 1st lowest of all 15 peer comparison boroughs •Decrease compared to last quarter	583	-3%	2289	5%	1/15	2/32	●	●	●

# Knife and gun crime

RAG	Positive / Negative factors	Current year	Comparison to 12 months ago		
		Current rolling 12 months (to 06/10/2019)	One year ago	Change vs. previous year	Date period covered
Knife injury victims (aged under 25, non-DV)	 <ul style="list-style-type: none"> <li>• Increase vs. previous year</li> <li>• The rate of Knife Crime in Barnet is 35% lower than the London average (and the 7th lowest rate out of all 32 London boroughs)</li> </ul>	52	45	16%	12 months to 06/10/2019
Gun Discharges	 <ul style="list-style-type: none"> <li>• Increase vs. previous year</li> </ul>	6	3	100%	12 months to 06/10/2019

## Domestic Violence - Violence with injury

Recent 12 months performance

RAG	Positive / Negative factors	Barnet SD Rate (12 months to Oct 2019)	Barnet SD Rate (one year ago)	Volume (12 months to Oct 2019)	Change vs. previous year
Domestic Violence	 <ul style="list-style-type: none"> <li>Decrease in SD rate</li> </ul>	11%	16%	3095	16% increase

## Anti-social behaviour

RAG	Positive / Negative factors	RPS: Confidence Police and Council dealing with ASB	Change vs. previous period	Number of Repeat ASB calls (to 6 Oct 19)	Change vs. previous year	(Total ASB calls in period)	Date period covered
ASB	 <ul style="list-style-type: none"> <li>• Increase in repeat ASB calls</li> <li>• Increase in total ASB calls</li> <li>• Lower rate of ASB than the London average</li> </ul>	Barnet: 60% (Autumn 2017)	7% down	191	17% Increase	9,252 (up 16% from 8,000)	12 months to 6 Oct 2019

Term	Explanation
<b>RAG</b>	A red, amber, green flag based on the below criteria: Green – All performance indicators positive Amber – Mixed positive and negative performance indicators Red – All or nearly all performance indicators negative In the report the performance indicators upon which the RAG rating is based on are displayed next to the rating.
<b>Latest Quarter</b>	The most recent three months – Oct to Dec (unless stated otherwise – i.e. if data limitations necessitated a different time period)
<b>Rolling 12 Months Performance</b>	The rolling 12 months is the most recent 12 months (usually up to December 2013 unless stated otherwise). Rolling 12 months performance is the percentage change in the most recent 12 months compared to preceding 12 months (e.g. Jan 2013-Dec 2013 vs. Jan 2012-Dec 2012)
<b>Peer comparison</b>	Ranks Barnet in comparison with other boroughs based on rate of crimes per 1000 population (or in case of residential burglary per 1000 households). For the purposes of this comparison a rank of 1 is the best (i.e. the area with the lowest crime rate).
<b>Similar Group Rank</b>	A peer comparison (see above) comparing Barnet to similar boroughs / areas that have been selected due to demographic similarities (1 is best 15 <sup>th</sup> worst). * <sup>1</sup> <a href="#">See at bottom of page for list of the peer areas.</a>
<b>London Rank</b>	A peer comparison (as above) comparing Barnet’s rate of crime to the other boroughs in London (1 is best, 32 worst).
<b>ASB</b>	Antisocial behaviour
<b>PAS</b>	Public Attitude Survey – a London wide survey of Londoners opinions carried out on behalf of the Met police, which breaks down results to borough level. Looks at numerous issues including crime, ASB and public confidence
<b>FTE</b>	First Time Entrant rate – rate of first time entrants into the criminal justice system per 1000 young people for a give area

\*1, Barnet’s ‘Most Similar Group’ of boroughs (used for peer comparison stats): Metropolitan Police – **Barnet**; Metropolitan Police – **Wandsworth**; Metropolitan Police – **Bromley**; Metropolitan Police – **Harrow** ; Metropolitan Police – **Croydon**; Dorset – **Bournemouth**; Metropolitan Police – **Ealing**; Sussex - **Brighton & Hove**; Metropolitan Police – **Sutton**; Metropolitan Police – **Brent**; Essex - **Southend-on-Sea**; Gloucestershire – **Cheltenham**; Sussex – **Eastbourne**; Metropolitan Police – **Enfield**; Metropolitan Police - **Waltham Forest**

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# Safer Communities Partnership Board

## Schedule of Agenda Items

AGENDA ITEM 9

### July 2019

Title of Report	Details	Lead Officer
<p>Knife Crime and Serious Violence Reduction Plan</p>	<ul style="list-style-type: none"> <li>• Multi-agency action plan update</li> <li>• Public Health approach to reducing knife crime</li> <li>• (Relevant to priority 4 of the Community Safety Strategy)</li> </ul>	<p>Tamara Djuretic Director of Public Health</p> <p>And</p> <p>Peter Clifton Community Safety Manager Barnet Council</p>
<p>Annual update on the Violence Against Women and Girls 2015-2020 Strategy</p>	<ul style="list-style-type: none"> <li>• (Relevant to priority 3 of the Community Safety Strategy)</li> </ul>	<p>Peter Clifton Community Safety Manager Barnet Council</p>
<p>Family Services Update</p>	<ul style="list-style-type: none"> <li>• Youth Justice Board update</li> <li>• Troubled Families,</li> <li>• Cohorts where there are links to the Safer Communities Partnership Strategy – including Domestic Violence and VAWG, Crime and ASB and demand pressures.</li> </ul>	<p>Tina McElligott Assistant Director of Family Services</p>
<p>Performance update</p>	<ul style="list-style-type: none"> <li>• Standing agenda item – Performance dashboard update on performance and crime trends</li> </ul> <p>Relevant to all priority areas of</p>	<p>Ben Norfolk Partnership Performance Barnet Council</p>

Agenda Item 9

	the Community Safety Strategy	
Report on Progress of delivering the Prevent Strategy	<ul style="list-style-type: none"> <li>• (Relevant to priority 7 of the Community Safety Strategy)</li> </ul>	<p>Kauser Mukhtar Contracts and Partnerships Lead – North Area London CRC, and</p> <p>Clare Ansdell Head of Service for Barnet, Brent and Enfield (NPS)</p>
London CRC and NPS – Probation Reform	<ul style="list-style-type: none"> <li>• Updated on the Probation reforms and its implications for the Safer Communities Partners and the community.</li> <li>• Relevant to priority 5 of the Community Safety Strategy</li> </ul>	
Substance Misuse Needs Assessment	<ul style="list-style-type: none"> <li>• Relevant to all priority areas of the Community Safety Strategy</li> </ul>	Linda Somerville Public Health Strategist

**Oct 2019**

<b>Title of Report</b>	<b>Details</b>	<b>Lead Officer</b>
Performance update	<ul style="list-style-type: none"> <li>• Standing agenda item – Performance dashboard update on performance and crime trends</li> <li>• Relevant to all priority areas of the Community Safety Strategy</li> </ul>	Ben Norfolk Partnership Performance Barnet Council
Family Services Update	<ul style="list-style-type: none"> <li>• Youth Justice Board update</li> </ul>	Tina McElligott Assistant Director of

Agenda Item 9

	<ul style="list-style-type: none"> <li>• Troubled Families,</li> <li>• Cohorts were there are links to the Safer Communities Partnership Strategy – including Domestic Violence and VAWG, Crime and ASB and demand pressures.</li> </ul>	Family Services
Report on the Barnet Zero-Tolerance to Hate Crime project	<ul style="list-style-type: none"> <li>• (Relevant to Priority 7 of the Community Safety Strategy)</li> </ul>	Ray Booth Barnet Mencap
London CRC – Inspection Results Update	<ul style="list-style-type: none"> <li>• Relevant to priority 5 of the Community Safety Strategy</li> </ul>	Kauser Mukhtar Contracts and Partnerships Lead – North Area London CRC

**Jan 2020**

<b>Title of Report</b>	<b>Details</b>	<b>Lead Officer</b>
Partnership response to ASB and Environmental Crime (Relevant to priority 1 of the Community Safety Strategy)	<ul style="list-style-type: none"> <li>• (Relevant to priority 1 of the Community Safety Strategy)</li> </ul>	Matt Leng – Community Safety Manager
Performance update	<ul style="list-style-type: none"> <li>• Standing agenda item – Performance dashboard update on performance and crime trends</li> <li>• Relevant to all priority areas of the Community Safety Strategy</li> </ul>	Ben Norfolk Partnership Performance Barnet Council

Family Services Update	<ul style="list-style-type: none"> <li>Youth Justice Board update</li> <li>Troubled Families,</li> <li>Cohorts were there are links to the Safer Communities Partnership Strategy – including Domestic Violence and VAWG, Crime and ASB and demand pressures.</li> </ul>	Tina McElligott Assistant Director of Family Services
London Fire Brigade Update	<ul style="list-style-type: none"> <li>(Relevant to all areas of the Community Safety Strategy)</li> </ul>	Steve Leader Barnet LFB Commander
Report on Progress of delivering the Prevent Strategy	<ul style="list-style-type: none"> <li>(Relevant to priority 7 of the Community Safety Strategy)</li> </ul>	Sam Rosengard Prevent Coordinator
NW BCU police update to the SCPB	<ul style="list-style-type: none"> <li>Relevant to all priority areas of the Community Safety Strategy</li> </ul>	Police Borough Commander
Reducing Offending Group update to the SCPB	<ul style="list-style-type: none"> <li>(Relevant to Priority 5 of the Community Safety Strategy)</li> </ul>	Richard Norfolk and Reducing Offending Partnership Coordinator

## Apr 2020

Title of Report	Details	Lead Officer
Performance update	<ul style="list-style-type: none"> <li>Standing agenda item – Performance dashboard update on performance and crime trends</li> </ul> <p>Relevant to all priority areas of the Community Safety Strategy</p>	Ben Norfolk Partnership Performance Barnet Council

Agenda Item 9

<p>Family Services Update</p>	<ul style="list-style-type: none"> <li>• Youth Justice Board update</li> <li>• Troubled Families,</li> <li>• Cohorts were there are links to the Safer Communities Partnership Strategy – including Domestic Violence and VAWG, Crime and ASB and demand pressures.</li> </ul>	<p>Tina McElligott Assistant Director of Family Services</p>
<p>Report on the key findings of the 2019/20 Annual Community Safety Strategic Assessment</p>	<ul style="list-style-type: none"> <li>• (Relevant to all priority areas of the Community Safety Strategy)</li> </ul>	<p>Peter Clifton Community Safety Manager Barnet Council</p>
<p>London Fire Brigade Update</p>	<ul style="list-style-type: none"> <li>• (Relevant to all areas of the Community Safety Strategy)</li> </ul>	<p>Steve Leader Barnet LFB Commander</p>
<p>Safeguarding Adults Board Update to the SCPB</p>	<ul style="list-style-type: none"> <li>• (Relevant to Priority 4 of the Community Safety Strategy)</li> </ul>	<p>Chair of SAB</p>
<p>Update from the Barnet Reducing Burglary Delivery Group</p>	<ul style="list-style-type: none"> <li>• (Relevant to Priority 6 of the Community Safety Strategy)</li> </ul>	<p>Peter Clifton Community Safety Manager Barnet Council</p>
<p>Update on the MOPAC London Crime Prevention Fund (LCPF) Projects (Relevant to all areas of the Community Safety Strategy)</p>	<ul style="list-style-type: none"> <li>• (Relevant to all priority areas of the Community Safety Strategy)</li> </ul>	<p>Peter Clifton Community Safety Manager Barnet Council</p>

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