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London
Community Rehabilitation Company



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

Here 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 what 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.

/hy 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 caseload management.

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

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

/hat are you doing to ensure that employees are safe on visits?

olleague 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.

/hy 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.

/hat 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.

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