

# BGSW Probation Service Annual Service Plan 2019-2020



# CONTENTS

|                                                                      |       |
|----------------------------------------------------------------------|-------|
| <b>Executive Summary</b>                                             | 3     |
| <b>Introduction</b>                                                  | 4     |
| <b>Operating Model</b>                                               | 5     |
| <br>                                                                 |       |
| <b>Governance and Corporate Structure</b>                            |       |
| Governance within the CRC                                            | 6     |
| Governance within the Authority Contract                             | 7     |
| Operational Structure                                                | 8     |
| <b>Summary of Proposals for the Delivery of Service 2017-18</b>      | 9-12  |
| <b>Service Delivery Plans</b>                                        |       |
| Rehabilitation                                                       | 13-14 |
| Resettlement                                                         | 15-16 |
| Interventions                                                        | 17-18 |
| Intervention delivery to the NPS                                     | 19    |
| Community Payback                                                    | 20-21 |
| Quality Assurance Arrangements                                       | 22    |
| Excellence & Effectiveness                                           | 23    |
| Contract Management                                                  | 24    |
| Transformation (ICT)                                                 | 25    |
| Transformation (Estates)                                             | 26    |
| <b>Performance Summary</b>                                           | 27    |
| <b>Service Level and Assurance Metrics (Areas of Responsibility)</b> | 28    |

# EXECUTIVE SUMMARY

## Context for the ASP

- This plan is produced in accordance with the Amended and Restated Services Agreement for CPA 20, BGSW Clause 10.1 and is submitted to the Authority for review (10.1 9b)).

## Key features of the KSS CRC operating model

- Core functions of Rehabilitation (community) and Resettlement (pre and post release) promote consistency of case management and expertise.
- Targeted, quality interventions designed to reduce re-offending and risk.
- Service user engagement and ownership of My Solution Rehabilitation Programme (MSRP).
- Investment in partnerships and wrap around support for service users

## ASP monitoring and accountability

- Clear lines of accountability in respect of the ASP, with ownership for activities devolved to middle manager level.
- A Metric Action Plan to ensure contract requirements are evident at all levels of the company.
- Oversight and scrutiny by the parent company Board through regular meetings and reports.

## Innovative and flexible

- Service users put at the heart of their rehabilitative journey.
- Resettlement team is based in communities not prisons to lead prisoners through the gate, not push them out of it.
- New assessment and engagement tools designed with input from end users
- Sound methodological base backed by proven theories.
- Investment in data, analytics and research to inform effective practice.
- Estates that provide a welcoming, enabling, learning environment

# INTRODUCTION

BGSW Probation Division is committed to delivering quality probation services through the provision of innovative, ethical and effective practice, delivered by a highly skilled and engaged workforce. The collaboration between the parent company and CRC staff is key to our success. We combine the private sector experience of Seetec with the knowledge and experience of the CRC, to deliver a commercially viable service based on established probation principles and practice.

This plan highlights our achievements and the positive action we continue to take, to deliver the sentence of the court, reduce reoffending and protect the public in BGSW.

Over the past year we have continued our strong performance and embedded our quality framework. In February 2019, our previous owner Working Links went into administration. We are now part of the Seetec owned KSS which has allowed us to embark on an exciting future. Alongside this change, our Case Management service will be returning to NPS in the spring of 2021

This Annual Service Plan covers the operation of the BGSW Probation Division contract for the period 1<sup>st</sup> April 2019 to March 2020. Our priority will be to embed our quality strategy to ensure that core practice is of a consistently high standard. This plan will focus on the transition of Case Management to NPS BGSW and developing and now implementing the KSS model for Interventions and Community Payback.

Partnership working is at the heart of our delivery model and we will continue to work with all our audiences and stakeholders, including service users, to ensure collaborative working and responsiveness to local need, in achieving our core aims of reducing reoffending and protecting the public.

John Baumback  
Managing Director – Seetec

Suki Binning  
Chief Executive – KSS CRC

# OPERATING MODEL

The KSS / BGSW CRC model is based on established probation values and practice. All functions in KSS / BGSW CRC have one overall aim: to deliver the sentence of the Court, to reduce reoffending and protect the public. Each function has a different set of specific priorities.

## Rehabilitation

- Producing timely, high quality assessments of risk and need for service users subject to community sentences
- Engaging service users in the production of a sentence plan and identifying how assessed needs will be met
- Delivering and/or overseeing structured offending behavior work, designed to reduce reoffending
- Actively promoting service user engagement in delivery of the sentence plan
- Adjusting the sentence plan to respond to changes in service user risk and need
- Maintaining oversight of sequenced interventions
- Taking enforcement action to uphold the sentence of the court, manage risk and enhance public confidence
- Supporting and working with individuals subject to enforcement action to increase engagement and maintain focus on successful sentence completion
- Delivering a bespoke service to women service users which addresses issues that matter to women
- Encouraging service users to take responsibility for their rehabilitative journey through positive engagement and making every contact matter.

## Resettlement

- Producing timely, high quality assessments of risk and need for all service users on reception to custody and post release.
- Engaging service users in the production of sentence plans that detail how needs will be addressed in custody and 'through the gate'.
- Delivering effective IOM in partnership with key stakeholders across BGSW.
- Taking enforcement action to reinforce compliance with post release supervision and manage risk.
- Delivering a bespoke service to women service users which addresses issues that matter to women
- Delivering 'through the gate' services focusing on accommodation, employment, finance and signposting services for sex workers and victims of domestic abuse and sexual violence.
- Encouraging service users to take responsibility for their rehabilitative journey through positive engagement and making every contact matter.

## Interventions

- Delivering high quality Community Payback in line with HMPPS and contractual requirements.
- Delivering high quality Accredited Programmes, in line with Correctional Services Accreditation and Advisory Panel (CSAAP) standards
- Supporting delivery of structured offending behavior work, through the co-facilitation of non accredited groups.
- Delivering Restorative Justice across BGSW to statutory and non statutory service users .
- Delivering an ETE service and volunteer / mentor provision across BGSW
- Working responsively with women service users to address issues that matter to women.
- Encouraging service users to take responsibility for their rehabilitative journey through positive engagement - every contact counts.

## AT A GLANCE:

- *Structures designed to mirror that of the contract compliance framework operated by the Authority*
- *Clear lines of accountability facilitating effective service delivery*
- *Swift and careful scrutiny of the CRC by the parent company*
- *Business and contract risks highlighted and actioned at the most appropriate level*

## GOVERNANCE AND CORPORATE STRUCTURE

Governance structures within KSS / BGSW CRC are designed to deliver a public service from a commercial environment built upon the principles of transparency, clarity and ethical accountability.

The accountability framework is based on clear communication and understanding across the organisation of roles and responsibilities, robust performance, financial, risk and information management systems which integrate into the parent company Board structures.

### Governance within the CRC

KSS CRC Ltd is a private company limited by shares. The majority of the shares in the company are owned by Seetec, with the Secretary of State for Justice retaining a special share. KSS CRC is governed by its Memorandum & Articles of Association. The Directors of the company manage the affairs of KSS CRC. Committees will, or have been, established to cover Audit & Risk, Health & Safety and JNCC. They are responsible for overseeing the establishment and implementation of a sound framework for management of risk. The risk register is reviewed at each meeting of the Audit & Risk Committee

#### **CRC Board constitution\***

The CRC Board consists of the registered Directors who are drawn from the senior staff.

**\*note** The CRC Board is the Board consisting of the registered Directors. There is a Justice Executive Board comprising senior managers of KSS CRC and Seetec senior managers. A Justice Supervisory Board reviews governance from a parent level.

## AT A GLANCE:

- *Representation on Authority Groups at appropriate levels throughout the company*
- *Increased responsiveness of the CRC to Authority positions through the involvement of a diverse range of CRC managers*
- *Speedy identification and resolution of issues ensuring smooth contract management and delivery*

## Governance within the Authority Contract

The Amended and Restated Services Agreement and associated Schedules set out the contractual requirements and Authority governance structures:

### Relationship Management Group

This group is responsible for account management, contract review and overseeing the overall success of the relationship between KSS / BGSW CRC and the Authority.

This group reviews the Annual Service Plan, any continuous improvement plan and service reports. They also receive reports for the other three groups to inform contract review.

The CRC supports this group through attendance by the CRC's CO and Head of Contracts

### Service Management Group

This group is responsible for the day-to-day management of the relationship.

This group monitors the operational performance against the key performance measures; discusses potential opportunities to improve performance, efficiency and effectiveness; reviews progress against any CRC improvement plans; discusses the findings of the Continuous Improvement Report; identifies and agrees measures to address recurring or material problems with the delivery of service and reports to the Relationship Management Group.

This group is attended by Head of Contracts supported the Commercial Manager and Contract Manager, when necessary.

### Change Protocol Group

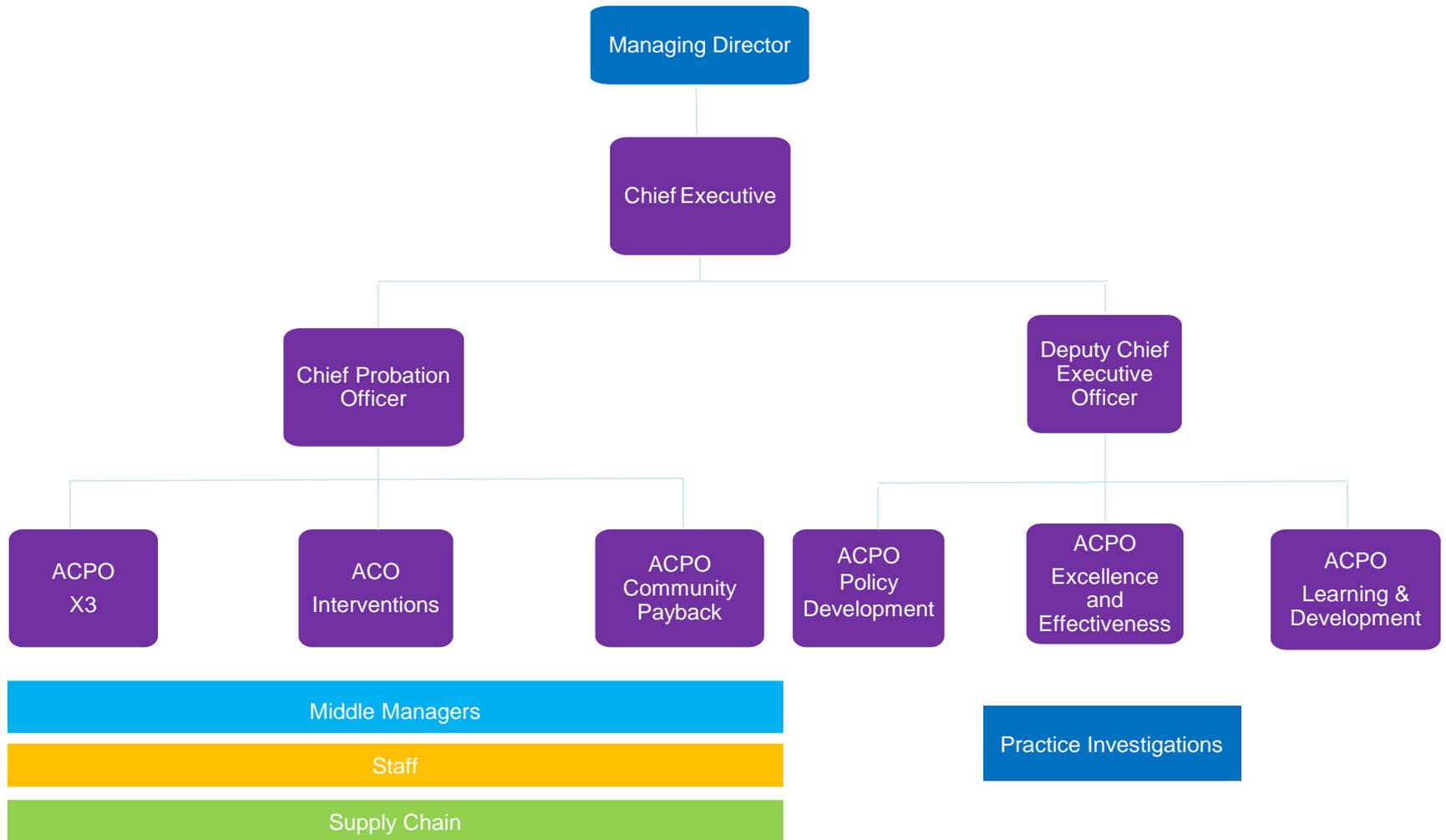
When necessary this group meets to discuss and agree proposed changes to the contract as set out in Schedule 12 – Change Protocol and, on behalf of the CRC, and will be attended by the Head of Contracts

### Service Integration Group

This group manages the interfaces between the Authority, the NPS, resettlement prisons and KSS / BGSW CRC.

On behalf of the CRC it will be attended by the Head of Contracts or Contract Manager, with a Senior CRC manager when required.

# OPERATIONAL STRUCTURE



## SUMMARY OF PROPOSALS FOR THE DELIVERY OF SERVICES 2019-20: ONE

| CLAUSE                                                                                                   | REQUIREMENT                                                                                                   | RESPONSE                                                     |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>3.11 Interfaces with the Authority in its Provision of the National Probation Service and prisons</b> |                                                                                                               |                                                              |
| 3.11 (a) (i)                                                                                             | Perform interventions and other services for the Authority in its provision of the National Probation Service | Service Delivery Plan                                        |
| 3.11 (a) (ii)                                                                                            | Transfer cases to the Authority if the Authority determines that risk has increased                           | Service Delivery Plan                                        |
| 3.11 (a) (iii)                                                                                           | Prepare breach information                                                                                    | Service Delivery Plan                                        |
| 3.11 (a) (iv)                                                                                            | Provide information to the Authority for the purposes of providing advice to courts                           | Service Delivery Plan                                        |
| 3.11 (b)                                                                                                 | Agree protocols for the operational arrangements between the NPS and resettlement prisons                     | Corporate Structure and Governance                           |
| 3.11 (c) (i)                                                                                             | Provide a facility in the Contractor Premises for not less than three Authority personnel for each NPS LDU    | Location                                                     |
| 3.11 (c) (ii)                                                                                            | Provide any other facilities and support that the parties may agree in writing                                | For negotiation upon receipt of a request from the Authority |

## SUMMARY OF PROPOSALS FOR THE DELIVERY OF SERVICES 2019-20: TWO

| CLAUSE                                                           | REQUIREMENT                                                  | RESPONSE                                                                                                                                                               |
|------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.11 (d)                                                         | Compliance with confidentiality                              | KSS CRC will comply with all confidentiality clauses as set out in Clause 36.4 of the ARSA.                                                                            |
| <b>3.12 Interfaces with the Community Rehabilitation Company</b> |                                                              |                                                                                                                                                                        |
| 3.12 (a)                                                         | Forum participation                                          | KSS CRC will participate in forums designed to share best practice and promote effective and efficient provision of probation services.                                |
| 3.12 (b)                                                         | Obtaining services from resettlement prisons outside KSS CRC | KSS CRC will negotiate with the Lead Host CRC or Host CRC the provision of services for Allocated Persons being released from resettlement prisons within their scope. |
| 3.12 (c)                                                         | Delivering services for other CRCs                           | KSS CRC will deliver services in accordance with its Rate Card for other CRCs.                                                                                         |
| 3.12 (d)                                                         | Release from a non-resettlement prison                       | KSS CRC will negotiate with the governor of any non-resettlement prison where it wishes to provide services access to that Allocated Person.                           |

## SUMMARY OF PROPOSALS FOR THE DELIVERY OF SERVICES 2019-20: THREE

| CLAUSE                                                 | REQUIREMENT                                                             | RESPONSE                                                                                                                            |
|--------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 3.12 (e)                                               | Liability to KSS CRC in respect of the provision or receipt of services | KSS CRC acknowledges and accepts that the Authority has no liability in respect of the provision or receipt of services.            |
| <b>3.13 Interfaces with statutory partnerships</b>     |                                                                         |                                                                                                                                     |
| 3.13                                                   | Provision of probation services                                         | KSS CRC will carry out the provision of probation services in accordance with Clause 3.2 (c).                                       |
| <b>3.14 Interfaces with non-statutory partnerships</b> |                                                                         |                                                                                                                                     |
| 3.14 (a)                                               | Subcontractors (Clause 4.1)                                             | KSS CRC does not have material subcontractors in its operating model. It does however have a supply chain as set out in Schedule 6. |

## SUMMARY OF PROPOSALS FOR THE DELIVERY OF SERVICES 2019-20: FOUR

| CLAUSE                                    | REQUIREMENT                     | RESPONSE                                                                                                                                                                                                                    |
|-------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.14 (b)                                  | Responding to local needs       | KSS CRC has undertaken extensive profiling of its service user cohorts to ensure that its supply chain provision is commensurate with need.                                                                                 |
| <b>3.15 Interfaces with other persons</b> |                                 |                                                                                                                                                                                                                             |
| 3.15 (a)                                  | Third party services            | KSS CRC will co-operate and liaise in good faith with the Authority and use all reasonable endeavours to ensure that any Third Party services are provided efficiently and with the minimum of disruption to the Authority. |
| 3.15 (b)                                  | Connectivity                    | KSS CRC will use its best endeavours to ensure that its services are flexible and able to interface with and be capable of interworking with technology and systems employed by the Authority.                              |
| 3.15 (c)                                  | Electronic monitoring providers | KSS CRC will work collaboratively with any EM provider for CPA 21                                                                                                                                                           |
|                                           |                                 |                                                                                                                                                                                                                             |

## AT A GLANCE:

- *A minimum package of support underpinning all service user engagement, including those with a RAR*
- *An integrated and specialised team to deliver all community sentences across the whole of the contract package area*
- *Diverse range of options to engage every service user*
- *Possessing the ability to draw upon supply chain services commissioned to support service delivery*

## Rehabilitation

KSS – BGSW CRCs approach to the rehabilitation of service users in the community is underpinned by established probation values and identity, focusing on our core purpose of implementing the sentence of the court, reducing the likelihood of reoffending and minimising the risk of harm. Our priority is to deliver a quality service that protects the public and, safeguards children and adults.

Many of the people we supervise have entrenched complex needs and we recognise there is no easy solution. Our aim is to engage each service user in addressing the issues linked to their offending behaviour, working with colleagues across all functions and in partnership with key stakeholders, to deliver an effective service.

### **Progress during 2018-19 includes:**

- Completion of risk management and enforcement workshops across BGSW for all staff
- Learning loops are now embedded as regular part of the process for cascading information to staff
- Launch of the revised strategies and policies, DA, Safeguarding and Risk Management
- Embedding of Quality Framework including regular case audits
- Embedding of Enforcement Plan and implementation of automatic enforcement
- Implementation of domestic abuse and safeguarding polices via online training
- Development of reference library for all staff to access practice directions / policies
- Embedding of minimum contact for all service users
- Volunteer and Student Work Placement Scheme is progressing and we are currently supplying five placements for final placement SW students across the area
- A new OASys QA tool based on the HMIP standards has been developed and launched

### **Planned development for 2019-20 includes:**

- Create and implement HMIP Action Plan

Planned developments for 2019-20 include:

- Implement KSS Transformation Plan by Feb 2020
- Increase workforce across case management to improve ability to protect the public manage risk
- Work with HMPPS to support the transition of Case Management to the NPS in December 2020 through creation of SW Transition Board
- Undertake 'Manage the Sentence' Workshops for all staff across BGSW
- Implement KSS Quality Framework which includes a Local Quality Inspection
- Implement the role of the Quality Development Officers to support the improvement of case management quality across BGSW
- Roll out of a schedule of 'Focus on Practice' Events across BGSW
- Implement the SW Training Strategy to support all staff to improve practice
- Meet the 95% target for minimum contact with all service users across BGSW
- Introduce SW Service User Involvement Project Plan

### **Accountability**

The Chief Probation Officer is accountable for all operational functions. The 5 Assistant Chief Probation Officers (interventions and Community Payback shared with DDC) for service delivery in the community, working closely with senior leaders across Interventions, Community Payback and the Excellence and Effectiveness department. Middle managers are in turn individually accountable for quality and performance outcomes within their teams.

Practitioners undertake the role of Responsible Officer. They are responsible for managing the service users on their caseloads. Appropriately qualified/experienced practitioners will hold cases where there is a known risk to a child or known adult.

### **Location**

Practitioners are based in all KSS - BGSW CRC office locations and work closely with local partnership agencies.

## AT A GLANCE:

- *Innovative approach to resettlement, rejecting notions of pushing prisoners out from the inside*
- *Discharged prisoners are led through the gate by teams based in the communities where they aim to settle*
- *Improved communication through named single points of contact for every prison in the CRC*
- *Engagement with short sentenced prisoners who receive more than signposting to services*

## Resettlement

Providing a comprehensive and universal service to allocated persons in custody, including short sentenced prisoners, now released with a period of supervision in the community. Through our supply chain, Resettlement teams support service users 'through the gate' working with them to lead them back into the communities to which they belong, rather than standing inside the prisons "pushing them out". A mixed economy of staff working with their service users in prison and in the community gives increased understanding and flexibility in delivering the sentence plan and responding to individual need. This encourages the rehabilitative process and the objective of securing the seamless sentence. Public and stakeholder confidence is secured through a robust approach to compliance with clear boundaries and risk escalation procedures in place, ultimately resulting in recall where service users fail to fulfill their responsibilities.

Progress during 2018-19 includes:

- Fully evaluated the gaps in Through the Gate delivery, including resource capacity and funding requirements to secure additional funding for delivery
- Successfully implemented the revised approach to HDC assessment
- Planned and commenced mobilisation of an enhanced TTG service
- Completed design of a quality assurance framework for TTG.

.Planned developments for 2019-20 include:

- Complete mobilisation of enhanced TTG and evaluate the impact on service delivery
- Provide training to resettlement staff (existing and new) on the updated process for completing OASys assessment and reviews
- Implement a holistic quality assurance process to monitor and improve the sharing of information between the responsible officer and TTG provider.
- Review the management structure, alongside rehabilitation to ensure capacity and focus on high quality practice, as well as maintaining and where required improving performance.
- Deliver TTG services in non-resettlement prisons

## **Accountability**

The Assistant Chief Probation Officers with lead responsibility for Resettlement and Through the Gate are accountable for service delivery pre and post release, working closely with senior leaders across Operations and the Excellence and Effectiveness department. Middle managers are in turn individually accountable for quality and performance outcomes within their teams. Middle managers are assigned lead roles for IOM areas linked to their offices. Two dedicated managers oversee Through the Gate delivery and our engagement with prison based partnerships, at a county level with a team of front line managers for each prison.

Practitioners undertake the role of Responsible Officer. They are responsible for managing the service users on their caseloads. Appropriately qualified/experienced practitioners will hold cases where there is a known risk to a child or known adult.

## AT A GLANCE:

- *Delivery of trusted interventions known to positively impact on recidivism*
- *Evidence based interventions addressing a wide range of need*
- *Adapted delivery methods and styles to satisfactorily address the diverse range of service users*
- *Providing courts with the ability to combine and create different permutations of interventions to secure truly bespoke sentences which have maximum impact*

## Interventions

KSS / BGSW CRC's approach to delivering interventions is flexible and collaborative. Our aim is to meet the requirements of both multiple commissioners and service users who have often complex needs that underpin their offending behavior. We provide a comprehensive range of rehabilitative and punitive interventions which place the individual at the heart of our work. To promote service user engagement, wrap-around support is provided via our supply chain and volunteers. In order to respond to specific needs, we deliver interventions in partnership, to address the shared priorities of our stakeholders.

The teams sitting within the Interventions Directorate work collaboratively across all functions within the CRC and with the NPS. The overriding objective is to ensure that a diverse range of high quality interventions are available to deliver the sentence of the court, reduce reoffending and protect the public.

Progress during 2018-19 includes:

- Implementation of the Interventions Development Plan
- Development of the RAR Recovery Plan
- Development of Interventions Quality Calendar
- Recruitment of 10 Interventions Facilitators
- Endorsement of 4 RAR group activities through the HMPPS Effective Interventions Panel
- Embedding of consistent approach to scheduling
- Expansion of delivery sites for groups
- Improved interface arrangements with NPS
- All women have opportunity to attend women specific intervention
- Development of 2 women's RAR
- Strong strategic relationships with the Reducing Reoffending Board in relation to women service users
- Positive Engagement with Restorative Justice Boards across BGSW and DDC
- Development of the Eden House Women's Project
- Delivery of interventions through supply chain partnerships - Nelson Trust an PACT

Planned developments for 2019-20 include:

- Review KSS model and align staffing structure through the Transformation Plan by February 2020

- Review KSS interventions and launch across BGSW including Drink Impaired Drivers and Resolve
- Develop an intervention for veterans
- Develop intervention for sex workers in the community
- Reinforce benefit of Accredited Programme Screening by NPS Court staff prior to sentence, in order to improve suitability for programmes.
- Work in collaboration with interventions directorates in the DDC and Wales by sharing innovations and good practice
- Increase use and expand function of Volunteers across BGSW
- Develop and embed Mentoring programme across BGSW
- Develop ETE offer in conjunction with Community Payback lead
- Develop Interface with NPS to support delivery and ensure smooth transition in December 2020
- Review and improve Womens Services across BGSW though internal projects and supply chain partners

Our overall aim continues to be to increase the use Accredited Programmes as a viable sentencing option which is proven to reduce reoffending. As treatment services in the community are reduced we aim to increase the skills of KSS / BGSW CRC staff to mitigate the risks of reoffending where criminogenic factors (such as substance misuse) are left unmet by existing provision.

## **Accountability**

The Assistant Chief Probation Officer for Interventions is responsible for service delivery and the achievement of performance metrics across the function. The Chief Officer ensures there is an integrated approach across Interventions, Resettlement and Rehabilitation. Within Interventions, accountability cascades down through middle managers, who are in turn individually accountable for quality and performance within their locality and /or function. Areas of under performance are addressed through Performance Improvement Plans and individuals are held to account through supervision and performance appraisal.

## **Location**

Interventions are delivered from office bases across BGSW, while responding to local needs and service user location, as well as meeting demand from the NPS and other commissioners.

## Intervention Delivery to the National Probation Service (NPS)

### AT A GLANCE:

- *Intervention suite based analysis of NPS service user identified needs*
- *Regular interface meetings to develop understanding and agreement on processes and needs*
- *Collaborative approach between BGSW CRC and the NPS to ensure targeted intervention development*

We have continued to collaborate with NPS via regular Interface meetings with the Interventions Lead and Court Lead. Our Assistant Chief Probation Officer of Interventions continues to promote and provide details of our successes and availability of service on a regular basis through the rate card and other events.

We are currently working with NPS to support their decision making in term of commissioning for 19/20, particularly for the cohort of service users who are currently being managed by BGSW Probation Service.

In addition, the KSS CRC enhanced Through the Gate service provision which is due to be launched on 1<sup>st</sup> April 2019 will be made available to service users in non-resettlement prisons within the region. This comprehensive package of support and guidance is designed to cover multiple aspects of need whilst service users are in the last 12 weeks of their sentence.

## AT A GLANCE:

- *Large number of placements available across the CRC in both individual and group settings*
- *A diverse range of placements to meet service user need and encourage compliance*
- *An opportunity to pay back the community whilst gaining new skills, qualifications and improve job prospects*
- *Effective and efficient business support provided by CP admin hub*

## Community Payback

KSS / BGSW CRC's approach is to robustly deliver the sentence of the Courts, whilst maximising opportunities for change and growth. Unpaid work is delivered in line with HMPPS and contractual requirements as a punitive intervention, whilst aiming to engage and motivate the service user through completion of the work. In order to respond to specific needs, we deliver unpaid work in partnership with multiple beneficiaries and stakeholders, ensuring a diverse range of high quality projects and placements.

The Community Payback team work collaboratively across all functions within the CRC and with the NPS, providing suitable placements for all service users across with an unpaid work requirement. The overriding objective is to ensure that a diverse range of placements are available, to promote compliance, engage the service user and reduce reoffending.

Progress during 2018-19 includes:

- Implementation and progression of the CP Recovery Plan
- Commencement of recruitment of 15 FTE CP caseworkers and 2 FTE CP Manager across SW
- Skyguard lone working solution introduced
- Improved target in SL06 and proactively performance managing SL10
- Embedded new H&S paperwork and Point of Work Risk Assessment.
- Developed a range of women friendly placements
- CP H&S Committee created
- Monthly CP/NPS Interface meeting with NPS lead for CP in BGSW.
- Monthly CP Recovery Plan meetings with BGSW HMPPS Contract Management Team
- Reduced staff sickness levels
- Reduced stand-downs
- Programme of CP site observations completed
- 4 staff trained as Lantra trainers
- Significant increase in the use of IT by CP Caseworkers including mandatory on-line training.

Planned developments for 2019-20 include:

- Review and align Community Payback in BGSW with KSS model where applicable
- Recruit new positions like Quality Development Officers where needed
- Further increase women only provision in CP including flexi working, in house women's only groups and IPS with women orientated beneficiaries
- Increase utilisation of 20% ETE, supported by expansion of internal and external ETE providers
- Offer intensive working to all applicable service users
- Increase range of projects that support development of service user skills and value, with a particular focus on social responsibility and of ecological significance.
- Work with HMPPS, HMRC and NPS to reduce the backlog of cases who have exceeded the 12 month period of completion of hours
- Reduce the number of stand-down's across BGSW through increasing resources (staff and vans) and placements

### **Accountability**

The Chief Probation Officer is responsible for service delivery and the achievement of performance metrics across all operational functions. There is an Assistant Chief Probation Officer with accountability for the delivery of unpaid work. Responsibility cascades down through middle managers, who are in turn individually accountable for quality and performance within their locality. Areas of under performance are addressed through Performance Improvement Plans and individuals are held to account through supervision and performance appraisal.

### **Location**

Community Payback is delivered from all office bases across BGSW, while responding to local needs and service user location, as well as meeting demand from the NPS and other commissioners.

## AT A GLANCE:

- *Ensure highest possible levels of data accuracy*
- *Monitoring compliance against contractual operational requirements*

## Quality Assurance Arrangements

To provide both internal and external stakeholder assurance that KSS / BGSW CRC are delivering probation services to required levels and data recording of the highest accuracy, multiple processes have been designed and implemented.

These are;

- Detailed guidance provided to staff on data recording processes
- Dedicated case administration completing the majority of data recording to ensure consistency
- Internal audits include checking the validity of data recording
- Practice Supervision undertaken on a 6-week cycle
- \*Excellence & Effectiveness team Thematic Audits (3 per year) , an annual Local Quality Inspection and individual dip sampling of cases.
- Operational Management Information produced daily by the CRCs Business Intelligence Unit
- Schedule 7 is RAG rated for each requirement to ensure they are embedded
- Schedule 8 monitored and reported to HMPPS through the Annual Service Report highlighting those areas fully embedded and those requiring additional input
- Implementation of an integrated Strategic Priority Action Plan (SPAP),
- 3-way meetings between E&E and the relevant ACPO/ ACO to set and monitor audit actions
- Progress against milestones is reviewed and the Strategic Project Action Plan (SPAP) adapted if progress is off-track

\*The following slide provides greater detail on the CRCs Excellence and Effectiveness team

## AT A GLANCE:

- *To be recognised as a provider of sector leading, quality rehabilitation services*
- *provision of innovative, ethical and effective practice*
- *delivered by a high quality, engaged and developed workforce*

## Excellence & Effectiveness

Excellence and Effectiveness brings together internal audit, SFOs, complaints and investigations with research, policy development and Learning and Development. The objective is to enable industry innovation, practice trends and policy changes to be better translated through delivery mechanisms within KSS / BGSW CRC.

The Quality Strategy aims to agree standards, identify key themes for improvement, address the root causes of practice issues and share best practice whilst meeting legal and contractual obligations. The strategy aims to deliver the highest quality probation services. Ensuring the best quality of delivery will result in reduced reoffending, improved communities and an increase in the life chances of service users.

This will be achieved by:

- The research unit, established in 2018, tasked with researching the effectiveness of current and alternative practice, making evidence based recommendations for changes to policy and practice and sharing findings with the sector.
- Operations and Excellence and Effectiveness working collaboratively to translate practice findings, recommendations and research into tangible actions for improvement, with progress monitored monthly.
- Tracking and assessing progress against required improvement actions through the use of a strategic priorities action plan and dip sampling.
- Delivering a multi-faceted approach to auditing, to include 3 thematic audits per year, an annual Local Quality Inspection of cases against HMIP standards and a QDO led '360' practice audit focusing on interactions and practice between practitioners and service users.
- Working collaboratively with external audit and inspection agencies, providing logistical and data support.
- Ensuring practitioners understand what constitutes excellent practice and provide the development tools to enable them, through the roll out of level 3 and 6 Probation apprenticeships in 2019.
- Deliver a Learning and Development plan throughout the year that enables the learning of quality practice, through a blended mix of classroom intervention, practice guides, CBTs, Focus on Practice "bite-size" sessions and QDO coaching.
- Evaluating the impact of changes to practice, policy and L&D interventions on the quality of practice.
- Continued use of case audits and OASys QA

## AT A GLANCE:

- *Dedicated Contract Management team*
- *provides contract compliance assurance*
- *a single point of contact for HMPPS*
- *collaborative working relationships with internal and external stakeholders*
- *Model extended to additional probation delivery areas*

## Contract Management

The core aim of the Contract Management function is to build strong and collaborative relationships with internal and external stakeholders (HMPPS) and provide visibility to both on the businesses performance in meeting all contractual requirements and obligations. The Head of Contracts and Contract Manager work closely with the Commissioner's Contract Management Team as well as the CRCs CEO, Operational leads and Business Intelligence team to ensure contractual deliverables are met and data analysis used to evidence this where applicable.

In addition the function;

- Acts as the primary contact for HMPPS to enable ease and speed of response to any topic that arises
- Provides guidance to internal teams to ensure contractual obligation compliance through;
  - Obligation mapping
  - Obligation ownership
  - Obligation scheduling
- Provides guidance and support to operational and corporate teams using the holistic understanding of the contract
- Act as a conduit for query resolution between the CRC and HMPPS (and other stakeholders where applicable)
- Produce and provide HMPPS with evidence based information and reports aligned to CRC or national objectives
- Provides support to Interventions delivery team in interpreting and understanding external stakeholder requirements

The Contracts Team provide HMPPS, as well as Seetec and CRC Board members, the assurance required that compliance against the contract, schedules and any directions issued are adhered to or action plans are in place to achieve them.

## *AT A GLANCE:*

- *Colocation with the NPS where practicable*
- *Open and welcoming operational centres*
- *Accessible for service users*
- *Development of community hubs*

## **Transformation (Estates)**

We are currently reviewing our estate strategy in order to establish best delivery sites for interventions as well as supporting the transition of Case Management to the NPS in 2020/21

## **Transformation (ICT)**

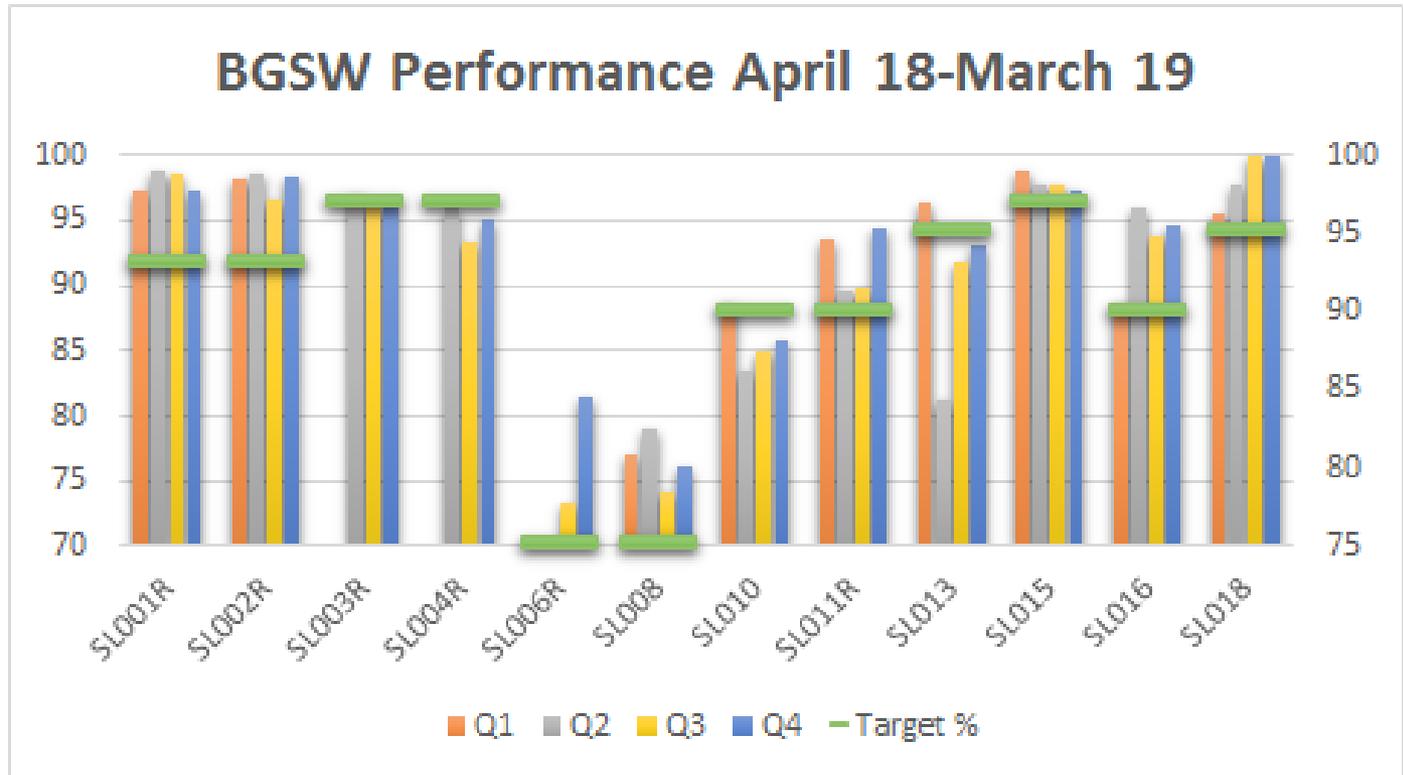
We are currently working with our colleagues from KSS in determining what elements of our current ICT arrangements will need to be reviewed in terms of the transfer to NPS for Case Management and until then end of the contract for Interventions and Community Payback

A new ICT programme is also part of the Transformation Plan which includes a new infrastructure

## Performance Summary 2018/19

The chart below provides a summary of the Contract Year 5 period (April 2018 – March 2019).

The graph below shows quarterly performance against all service level measures between April 2018 and March 2019 and how this compared to the applicable baselines.



### AT A GLANCE:

- *Improvement of achievement against service level targets*
- *Which have gone well*
- *Which need further work*
- *Continuous focus and drive for improvement ensures focus on performance to help maintain and improve results*

## Service Levels and Assurance Metrics

| Service Level Metric Reference | Metric Title                                             | Target % | Trigger % |
|--------------------------------|----------------------------------------------------------|----------|-----------|
| SCH9 SL001R                    | Initial Offender Contact (CO & SSO)                      | 93       | 88        |
| SCH9 SL002R                    | Initial Offender Contact (License)                       | 93       | 88        |
| SCH9 SL003R                    | Plan Completion (CO & SSO)                               | 97       | 92        |
| SCH9 SL004R                    | Plan Completion (Licence)                                | 97       | 92        |
| SCH9 SL006R                    | Priority of Arrangement of Unpaid Work                   | 75       | 65        |
| SCH9 SL008                     | Completion of COs & SSOs                                 | 75       | 65        |
| SCH9 SL010                     | Contractor Delivery of Unpaid Work Requirement           | 90       | 80        |
| SCH9 SL011R                    | Contractor Delivery of Programme Requirement             | 90       | 80        |
| SCH9 SL013                     | Completion of Resettlement Plans                         | 95       | 90        |
| SCH9 SL015                     | Contribution to Assessments for Discharge                | 97       | 92        |
| SCH9 SL016                     | Quality of Breach Referral                               | 90       | 80        |
| SCH9 SL018                     | Recall Referral Timeliness                               | 95       | 85        |
| SCH9 AM AR                     | Quality of Engagement with Allocated Persons             | 75       | 60        |
| SCH9 AM C                      | Allocated Person Resettlement Serv - Accommod on Release | 90       | 80        |
| SCH9 AM E                      | Breach Referral Timeliness                               | 95       | 82        |
| SCH9 AM H                      | Recall Part B Timeliness                                 | 90       | 80        |
| SCH9 AM I                      | Completion of the Sentence of the Court                  | 99       | 99        |
| SCH9 AM J                      | Completion of Licenses & PSS                             | 65       | 65        |