

Transition News

Working together to build new, quality probation services

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Welcome from Kilvinder

Transition updates and reflections from NPS London's regional director

Welcome to your seventh edition of London's Transition News. With so much going on, I hope you have found the newsletters helpful.

Staff engagement is very important to me and with the power of MS Teams and teleconferences, I have been able to conduct several virtual tours, but admittedly, we need to have some face-to-face conversations.

In April, I was out in Hackney marking Stephen Lawrence Day, with two community groups, Re:Sole and Daddyless Daughters. Afterwards, I popped into the Stockwell Road office. It had a really positive atmosphere with a number of colleagues working hard. I managed to spend a few moments talking to some and in particular the CRC team. It spurred me

on to think about how I can arrange more of these – socially distanced, obviously.

Following the joint CRC and NPS middle managers' event on 4 May, I am definitely going to start putting face-to-face visits in my diary – I am also starting to wonder if we can arrange some larger events in the summer, although I imagine most of you are desperate for your summer break.

Thank you for everything you do.



Kilvinder Vigurs

Kilvinder Vigurs
Regional Probation Director, NPS

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London NPS change champions opportunity

Currently work in the NPS and interested in becoming ‘a face of the transition’? Why not volunteer to be a transition change champion?

Change champions will support the transition activities, helping to drive organisational change from the bottom up. Some of the benefits of becoming an NPS change champion are:

- Playing an active part in helping your colleagues prepare for transition.
- Opportunities to share your ideas to help shape our transition planning.
- Opportunities to feedback to senior leaders and employees from across the region.
- Helping create change that will have a lasting legacy within the probation service.

Becoming a volunteer change champion will require only a small time commitment to the following activities:

- Attending an initial meeting to find out more about the role and the support you can expect from the transition team.

- Attending short regular meetings with the transition team, where we will update you on any upcoming changes or things to be aware of on the transition.
- Going to your usual team meetings, giving any updates and listening to your colleagues’ feedback on how they are feeling about the transition.
- Sharing this feedback with the transition team, so we can build it into our planning to ensure everyone feels supported throughout the transition.

London CRC/MTC has established a transition network of employees from across their organisation who are working with their transition team to support colleagues in the run-up to the transition. NPS change champions will have opportunities to meet and build relationships with these transition network members.

You don’t need any specific qualifications or experience to volunteer to be a change champion – you just need to be enthusiastic and keen to get involved. If you are interested in signing up, please fill out this short [Microsoft form](#).

London coffee pods

Share a brew, meet someone new!

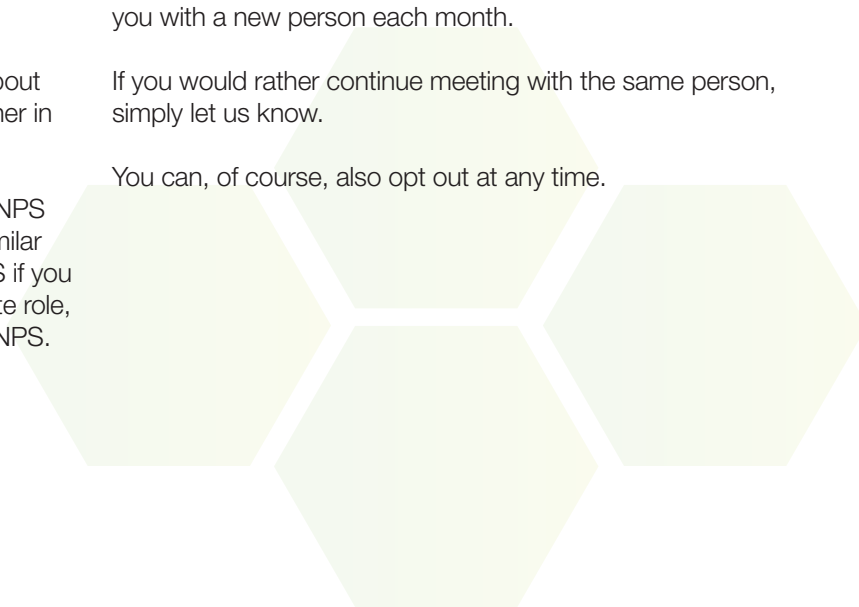
Today we are launching London coffee pods – a buddying scheme for NPS and CRC colleagues to link up to have a chat and share a break together. This is a great opportunity to informally get to know your colleagues, build new relationships (which is especially important as we are working remotely much of the time) and learn more about other parts of our organisation before we come together in our new unified NPS London region.

Sign up using this short [Microsoft forms link](#), and the NPS transition team will match you with a colleague in a similar role (or a different role if you would prefer) – in the NPS if you currently work for London CRC or in an MTC corporate role, and in London CRC/MTC if you currently work in the NPS.

From there, you can arrange a short call to get to know each other (or a socially distanced break in the office together, if you are based in the same location). We will then re-match you with a new person each month.

If you would rather continue meeting with the same person, simply let us know.

You can, of course, also opt out at any time.





What's new?

Updates on the transition

People

● ACO placement outcomes

Following the conclusion of the role alignment process for ACO grades, we have appointed our Heads of Interventions, who will take up their roles post-transition:

- Sundeep Chhachhi will take up his role as Head of Interventions. Sundeep will have responsibility for the delivery and development of Accredited Programmes and Structured Interventions.
- Claire Farquhar will take up her role as Head of Interventions. She will have responsibility for the delivery and development of Unpaid Work.
- Emma Connor will take up an Interim Head of Interventions Post. Her role will be to work with her intervention and case management colleagues to reduce the waiting list and backlogs, as we recover from COVID-delivery.

Operations

● Unified Tiering Model

The new Unified Tiering Model was launched for the NPS on 4 May 2021. The Unified Tiering Model has been designed to better reflect the risk and need of cases and match those with the skills and experience of the Probation Practitioner. The model combines available nDelius and OASys data, and NPS practitioner colleagues will have noticed the changes within nDelius and the Workload Management Tool (WMT) following the bank holiday weekend. CRC cases will be migrated to the Unified Tiering Model and current WMT post-transfer, in June this year.

You can find further guidance in the [Unified Tiering Model Staff FAQ](#) and [Unified Tiering Model Staff Guidance document](#).

● Accredited Programmes

On 'day one' (26 June), interventions staff in CRCs will transfer to the unified NPS and will continue to deliver the interventions they currently deliver. NPS staff working in Divisional Sex Offender Unit (DSOU) teams will also continue to deliver the interventions they currently deliver and DSOU managers will remain in the team for a transitional period. All Accredited Programmes staff will sit within the interventions

teams in the regional structure and will report to the Head of Programmes.

The Accredited Programmes Operating Model describes the aspirational end-state model and is not the 'day one' position. Going forward, apart from change to the DSOU manager role, no decisions have been made regarding changes to current roles and structures to deliver the end-state model. While the model identifies potential opportunities for staff to deliver different programmes in future, these will form part of a review of roles and structures which will take place post 'day one'. Staff will be involved in this review, and any proposed changes to current roles and structures will go through the formal consultation process.

● Persona mapping

A persona mapping exercise has been conducted to identify potential impacts from the Reform Programme between now and 'day one' (26 June) for operational and non-operational (corporate services) staff. The persona maps outline what is changing/remaining as is for each individual role within the organisation. They also highlight any issues and challenges that may need to be considered ahead of 'day one' to ensure the management of the change is effective, smooth and inclusive for those involved.

You can find the link to the first series of these persona maps on the [NPS Welcome Hub here](#). These maps cover some operational roles, and maps for many non-operational roles will be available shortly.

Estates

● Norwich Service Centre

As there is already an existing probation building in Norwich that both NPS and CRC colleagues work from, the NPS London region plans to move the Norwich Service Centre operations to this site – [Centenary House](#) – at some point in 2022. This will be an opportunity for Norwich Service Centre employees to work in the same location as other probation colleagues, while continuing to provide administrative support services for the unified London NPS region.

Take a look at this month's spotlight article to learn more about the valuable work the Norwich and Bromley Service Centre teams do to support London CRC probation practitioners and service users.



Learning and development

Our regional learning and development (L&D) plans are currently being developed. They include role-specific plans which will be available and shared with all staff once completed.

Commissioned Rehabilitative Services learning

A learning pack has been designed to support probation practitioners in delivering Commissioned Rehabilitative Services (CRS). The pack highlights what is new and what is expected and provides practical tools and guidance to support learning on-the-job. This learning should be accessible via My Learning from mid-May. The learning resources have been divided into two sections:

1. **Best Practice Guides on Commissioned Rehabilitative Services.** For example, on the referral journey, when to refer to CRS services, guide for court staff and more.
2. **Bite-size guides on how to use the new digital Refer and Monitor system to support CRS delivery.** For example, a quick start guide on the new digital system, how to search and find CRS interventions, make a referral and more.

Staff engagement and support

● Mapping of NPS and CRC inclusion initiatives

Our joint transition team has been comprehensively mapping out the wellbeing, equality and diversity initiatives available across the NPS, MTC and CRC to ensure that all staff feel supported in the transition. We have found that in most cases, there are equivalent initiatives available in the NPS and for those where there aren't, we are exploring how we can develop support in these areas and take on board any best practice.

As part of your induction to the unified NPS, we will promote and share the details of all of these initiatives with you. There are also a number of HMPPS and MoJ staff networks, which you can read about on the [Welcome Hub](#). They are available for you to join ahead of, and after, you join the unified NPS London region.

● Equality, diversity, inclusion and belonging (EDIB) action plan

HMPPS has set out its strategic direction and commitments to progress equalities, diversity, inclusion and belonging in its ['Action Plan'](#), published on 29 April. The EDIB Action Plan sets out a 12 month plan – including planned commitments for 'year two' – focusing on four key areas below and shares the initiatives HMPPS will implement to achieve its goals and deliver of its promise to our people. These key areas include:

- Attracting and retaining a diverse workforce that better reflects the diversity of our society and people on probation.
- Creating an environment that values equality, diversity, inclusion and belonging.
- Embedding equalities, diversity and inclusion into policies, processes and governance to support all staff in reaching their potential.
- Building an inclusive culture through effective leadership and management.

● Probation service recruitment and retention strategy

The first National Probation Service [Recruitment and Retention Strategy](#) was launched on 1 April. This follows the publication of the Probation Workforce Strategy in July last year and supports the principles of the HMPPS Business Strategy.

The strategy details our approach and commitment to recruitment and retention over the next three years, through five key objectives. We will soon transition to the new unified delivery model, and this strategy provides clarity on our priorities and reassurance of continuity throughout this period and for the future.

Digital

● What's new on the Welcome Hub?

There's something on the Welcome Hub for everyone working in probation. Recently added content includes:

- [London's regional page](#)
- [Probation Service Executive Team](#)
- [Your induction to the Probation Service](#)
- [Commissioned Rehabilitative Services – everything you need to know](#)

● Welcome Hub email signature

If you would like to help direct your colleagues to the support and guidance they can find on the Welcome Hub, you can use either of the email signatures in the documents [here](#).

A spotlight on your work

Getting to know your colleagues and the work they do

This month we hear from two London CRC colleagues who work in the Bromley and Norwich Service Centres. Ayobami Lawal is a Team Leader in the Bromley Service Centre who joined probation in 2014 as a case administrator. Julie Forder is a Service Delivery Manager in the Norwich Service Centre and joined MTC in 2019.

What does a typical day look like for you?

Ayobami: "As the Team Leader in the Bromley Service Centre, I currently manage the process of new case allocations from court teams and transfers in (Adult and Transition of Young Offenders) of current cases managed by external providers.

I start my day by making sure the allocations team are ready to process all the cases that have come in from the court team. We have a 24 hour period to make sure things are completed, and if there are any issues with recording or errors, we make sure these are resolved within the next day. We use the CRC's Allocations Tool to add information about the case: the tool will provide the name of a PO or PSO, to allocate the case to, and send an email to the relevant PO or PSO and their SPO.

My team also process transfers in which we endeavour to respond to within two working days. We carry out preliminary checks on required documents and registered risks to give the SPO a brief overview of the case. From there the SPO provides the name of a PO or PSO to facilitate the transfer.

I troubleshoot on all of these processes and am also involved in assisting in many other processes within the Service Centre."

Julie: "Haha! There is no typical day, which I love! I have a mixed set of accountabilities, I lead the Quality and Compliance Team, Recruitment and Training for the Service Centre and my teams own all ROTL and HDC requests and the BIU and Safeguarding requests. Abby, our Building Administrator also reports into me so as a team we have lots of plates spinning at all times.



Julie Forder
Service delivery manager,
Norwich Service Centre

We typically start the day with a team check in over Skype sharing updates with the team, this allows us to discuss the previous day's performance and plan for the rest of the week, seeking support if required. Once this call is over anything can come your way, from capacity planning, co-ordinating recruitment and training, kicking off continuous improvement activities or analysing data or producing reports."

What functions do the Service Centres deliver?

Ayobami: "The Service Centre is there mostly to assist probation practitioners with anything relating to case admin. For example, chasing up documents, paperwork and errors. We also use JIRA to monitor the work that administrators are completing, and it gives practitioners transparency that their tickets have been picked, up and to see progress on their requests. Our work covers anything under the umbrella of case administration, from recalls to paperwork to court errors."

Julie: "We have nine Administration teams in Norwich who are responsible for over 20 admin activities which include Enforcement, Programmes, Terminations and Transfers, Community Payback Logistics and we have an incredibly busy Contact Centre Team who take incoming calls from service users and other third parties."

How do the functions of the Service Centres differ and how do you work together?

Ayobami: "Bromley Service Centre mainly supports Allocations and Case Management for Communities team, whereas Norwich supports a variety of other departments such as Interventions and CP Logistics. Across both centres our processes are consistent and is monitored through the Jira application. However, practitioners will not necessarily know whether the ticket is being picked up by Bromley or Norwich. I have good relationships with the Norwich Team and we support each other really well."

Julie: "Each Service Centre has responsibility for different processes but we're able to support each other when needed. All teams are multi-skilled so we can flex resource and support each team as required."

What skills do you need to have your role?

Ayobami: "You must be willing to learn and ready to accept change. Whether it happens first thing or last thing in the day, we need to be able to change trajectory at speed. The hub's main focus is to provide a service which helps to protect the public and our service users, so we must make sure our records are always correct and that we complete task on time and if any issues raise this with the relevant area of business."

Julie: "You need to be able to work with ambiguity and be a confident decision maker. I joined MTC with a great set of skills, but it was the people around me and the knowledge of my team who helped support my development into the role. So being able to admit when you don't know something and be able to ask for help is a must. Planning ahead is important as there's always so much to cover but equally you must be flexible and be willing to change those plans at short notice. A good sense of humour always helps!"

What do you like about your role and what are some of the challenges you face?

Ayobami: "My favourite thing about my role is the investigation of queries. In most cases the information that is needed can be found, but this can sometimes take a while – it's almost like solving a puzzle, where you build a picture bit by bit to find the solution."



Ayobami Lawal
Team leader,
Bromley Service Centre

There are some applications that we aren't able to access, that would make my job and my team's job easier. For example, as we work on different systems, I might need to ask the court team to upload something or find some information for me. They have their own workload too, so this can be challenging."

Julie: "It's great to see that you're making a difference. Over the past year I've been able to support strategic design, coach and develop leaders, redesign the recruitment and training process to fit our lockdown rules and see the service centre grow. I love taking a process and look for opportunities to remove waste and improve efficiencies and effectiveness. All of this has a big impact on our service users experience."

I'm so proud of the way we responded to the pandemic. We were able to deploy 95% of our workforce to work from home nearly overnight, with no detrimental impact to our service delivery. However, leading and managing performance from home brings its challenges. It's not so easy to pick up on body language and check in on people as when they're in front of you so you have to take steps to overcompensate everything (communications and engagement) to truly make this work. I will use this as my excuse for introducing Skype karaoke! Sorry neighbours!"

An Introduction to the new Service Level Agreements (SL's or SLA's) and National Standards

● Introduction for CRC employees:

Those of us who have been in Probation for two years or more will remember the term 'SLs', National Standards – and how they were the driver of a lot of what we did and when. We stopped talking about SLs and National Standards in 2019 when we piloted the Quality Agenda where we stopped talking about targets and changed our language to focus on and emphasise the need to improve the quality of what we were doing. Those of you who have joined MTC within the last two years may not be as familiar with the terms 'SLs' or National Standards. You will all be familiar with the idea that part of quality is completing parts of the supervised individual's (Service User's) journey in a timely manner, and this remains the same, and will do post 'day one' (26 June).

● Introduction for NPS employees:

You will be used to the terms 'Service Level' and 'National Standards'. For legacy NPS staff, SLs set out the performance measures or targets that we were required to achieve, and current National Standards are a set of principles, which emphasise professional judgement in order to ensure that 'purposeful contact is made with the person on probation promptly after order commencement/release on licence and required that the sentence plan is implemented'.

● Service Level Agreement/Performance Framework

The new performance framework (achieved via the Service Levels) under the unified model is focussed on three key objectives:

- Assuring quality – by rebalancing the focus from processes to quality delivery; by introducing new quality measures and strengthening the role of service user feedback.
- Securing outcomes likely to reduce offending – by capturing outputs and outcomes over which providers have an element of control and for which there is evidence of a link with reduced reoffending.
- Getting the fundamentals right – by holding the Probation Service to account on sentence delivery, enforcement and protecting the public, thereby promoting judicial confidence in probation delivery.

Unlike current SLs, the new performance framework will also include some quality measures, bringing together a focus on achieving timely performance outcomes with improving quality outcomes.

The SLs are based on principles of what works and research. For example, an important element of engagement and relationship building requires a timely first contact. The SLs set out timeliness targets to ensure that we do the right thing, for the right people, at the right time. We are held to account for achieving these measures. Some will be applicable from 'day one' (26 June), others will be introduced over time (sit in shadow).

● National Standards

The new national standards are to assist the Probation Service in achieving the desired outcomes 'Assess, Protect and Change'. National Standards are underpinned by the following principles:

- Underpin the delivery of the sentence of the court.
- Define the actions required to support effective sentence management and have accompanying guidance.
- Are based on a clear purpose and rationale.
- Align to organisational policies, business priorities and national strategies.
- Give due regard to equality and diversity.
- Are accessible, written in language meaningful to probation practitioners.
- Are designed to enable evaluation of effectiveness.

National Standards set out minimum expectations for practitioners working with supervised individuals and are designed to support these aims and values by assisting practitioners to effectively carry out the tasks involved in sentence management. They provide the detail behind the SLs, and set out what is required. For example, the SL sets out the timeliness of the first appointment, the national standard provides guidance regarding what should be covered/explained in the appointment.

Whilst they will be mandatory from 'day one', it is recognised that it will take some time for them to be fully implemented and for staff to become fully conversant.

● **Post 'day one' (26 June): a unified service**

Despite the differences in language used by NPS and CRC – the core essence of what was delivered, and the timescales expected were the same.

When we become the Probation Service on 26 June, we will be working to a revised set of Service Levels and National Standards which can be found [here](#). Although the language maybe different for some, the majority of the work this covers and the timescales in which the work should be completed will be very familiar to you all. So you should not see any significant changes in the way that you work with people and the way risk is managed, and the order delivered.

We will still be required to see service users within five business days of sentence for a CO/SSO and one business day of release from custody on licence/PSS, and Initial risk assessments and sentence plans will still need to be completed within 15 business days of their first appointment. Unpaid Work starts are will still be required within 15 working days of the first appointment, and we will still be expected to deliver targeted interventions for people who have committed sexual offences, and to deliver programmes.

Most of the new SLs and national standards will **be business as usual (with different names) and as stated, there will be very little that is new to staff**. Some elements of the new National Standards were previously known as 'best practice' or were within other policy documents such as the legacy recording conventions but have now been formalised into national standards expectations. For example, there has always been an expectation that contacts are recorded, updated, and show an outcome within 24 hours, and this is now written into the National Standards. Some of the SLs have been slightly tweaked from the previous SLs or quality indicators.

● **New SLs**

- Judicial satisfaction (pre-sentence report timeliness and allocation timeliness have been removed)
- COM handover.
- Unpaid Work assessments.
- Programme starts.
- Four weekly appointments.
- Unpaid Work stand-downs.
- Complete requirements by sentence expiry.
- Recording of protected characteristics.

Accommodation and ETE will no longer be measured at termination but will now be measured on release from prison and/or at three months post release (licence) or six months sentence (CO/SSO).

The major difference for most staff – whether legacy CRC or legacy NPS, is the new requirement to see every supervised individual face-to-face, at least every four weeks. Please note the change here from **monthly**, to

every **four weeks**. This applies irrespective of risk and length of sentence/time on licence.

We would encourage you all to read through and familiarise yourselves with the SLs and the National Standards, and should you have any questions, please do not hesitate to speak to your people manager or the Q&P team.

Nicola Williams
Interim Head of
Performance and Quality
London NPS

Amy Hughes
Deputy Head of Quality
and Performance
London CRC



Your union reps

We are committed to sharing our regional transition plans with our union colleagues. If you'd like to speak to your union representative about the transition, please contact them via the relevant email address below:

NAPO
London NPS
info@napo.org.uk

London CRC
info@napo.org.uk

UNISON
London NPS
greaterlondonregion@unison.co.uk

London CRC
admin@lgounison.co.uk

Any
questions ?



Use this [quick and simple online form](#) to ask any questions you have about the transition.

Or, if you'd prefer, simply email the address for the organisation you currently work:

London NPS: londonnps.bsc@justice.gov.uk
London CRC/MTC: Transition@mtcgroup.org.uk

Transition News



With the wellbeing and safety of our employees and service users firmly in our minds, we are committed to sharing our transition plans and the contents of this newsletter with our union colleagues.

