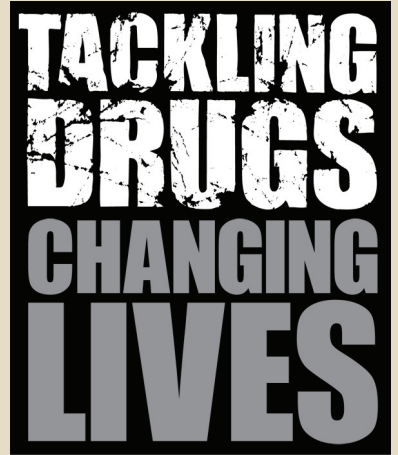


# Nottingham City Criminal Justice Intervention Team



## *From Possibility...*

Faced with increasing volumes of work due to a new policy, the Nottingham City CJIT decided to take a very proactive approach to performance improvement.

Like many relatively new services, the role of the CJIT team had evolved and developed over a period of time to meet a combination of local needs and national priorities. The introduction of "Test on Arrest", whereby all offenders who commit a trigger offence are tested for drugs and those testing positive are required to be assessed by a drugs worker, had led to an increasing volume of work and associated pressures. The team wanted to identify ways in which these pressures could be managed and performance could be improved in a structured and systematic way.

With the support of Ad Esse Consulting, it was decided that a cross-functional team would be brought together consisting of Senior Practitioners, Data Analyst, Senior Admin Officer and Drugs Workers. The team was chaired by the CJIT manager and supported by a consultant through the project.

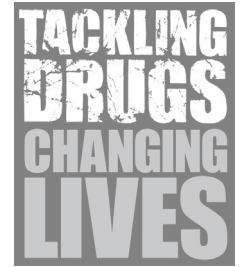
### The project was split into four key phases:

- Define the key processes
- Identify issues that were impacting the ability of the team to deliver best possible care
- Develop improvement options that would impact the key issues
- Implement these options

### In any successful improvement project it's essential to:

- Understand what you are trying to improve
- Understand what success looks like
- Develop processes which will deliver success
- Implement and monitor





## FIRST UNDERSTAND WHAT IT IS YOU ARE TRYING TO IMPROVE.

The first phase of the project, like many improvement projects, was to understand what they were trying to improve.

The project team carried out an initial workshop to identify the high level pathways that a client of CJIT experiences. From this, the detailed processes by which these pathways are managed were mapped out using a combination of workshops and process walk-throughs. The process walk-throughs were important not only to confirm that no steps have been missed, but also to highlight any issues that impact those processes.

**The key issues that were confirmed, or identified, were:**

- The increasing volume of cases due to “**Test on Arrest**”
- A lack of shared clarity and understanding around the role of CJIT
- Large numbers of clients seen to be ‘**disengaging**’ rather than having a positive completion
- Difficulty in defining what a positive completion for a client was
- The need to ensure that the Single Point of Contact (SPOC) between the police and CJIT was effective at disseminating information
- A more robust care planning process between CJIT workers and their clients.

## SECONDLY, UNDERSTAND WHAT SUCCESS WILL LOOK LIKE.

A number of the issues identified above required a clearer perspective on what success would look like, i.e. what was a positive completion for a client of CJIT.

Before continuing to the next phase of identifying solutions to the operational issues identified, a meeting with key stakeholders from Nottinghamshire Probation Area and Senior CJIT staff was held which agreed a definition of ‘**positive completion**’ and ensured that this was in line with the overall strategy of the CJIT.

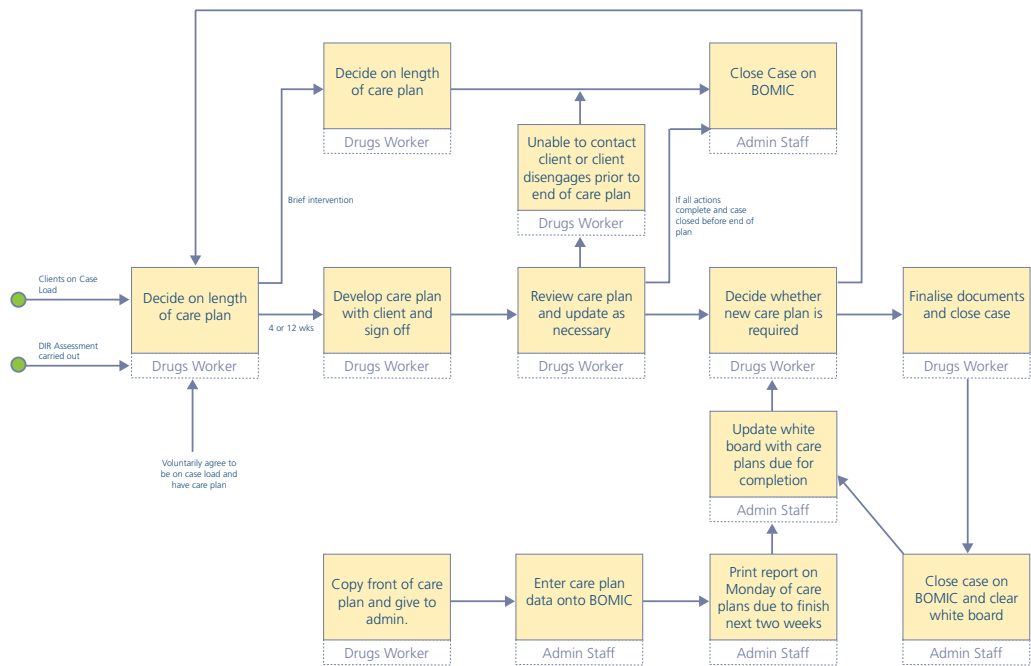
## *To Actuality...*

### DEVELOP PROCESSES THAT WILL DELIVER SUCCESS.

Given that the key issues of increasing workload and high apparent disengagement, the team decided to consider the Care Planning cycle. This was because it was agreed that Care Planning was at the heart of each CJIT case and therefore would allow them to impact on the quality of outcomes of the whole case-load. The issue of “**apparent**” high disengagement was compounded by the fact that it was not always clear when a care plan “**ended**”. It was therefore difficult to ascertain if the disengagement was positive i.e. the client had addressed all the identified issues in the plan, or if the disengagement was negative, i.e. the service had lost touch with the client.

**The development of both a new Care Planning Cycle and a Care Plan document were carried out by staff with three guiding principles:**

- Ensuring that Care Plans were SMART (Specific, Measurable, Achievable, Relevant and Timebound)
- That the Care Plan had a clear end-date
- That the process brought together care planning and review of risk



During the first phase of the project it was identified that the SPOC (single point of contact) role was critical to ensure the smooth operation and transfer of information between the CJIT and the Police. Therefore, as part of the implementation stage, a review of this role was carried out to ensure it was fit for purpose.

This review highlighted a number of critical areas including:

- Liaison with the police
- Collection and collation of hard-copy information
- The collection of critical data from the police to allow the CJIT workers to respond to an assessment need as quickly as possible
- Transfer of responsibilities if the person filling the SPOC role is off

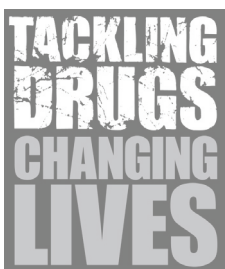
Once the review was completed, a new responsibilities document was developed which not only provided clear structure for the person holding the SPOC role but also what should be done in the case of sickness or leave to make sure that the critical activities were not impacted

**FINALLY, ENSURE THAT THE NEW PROCESSES ARE IMPLEMENTED AND SUCCESS CAN BE MONITORED.**

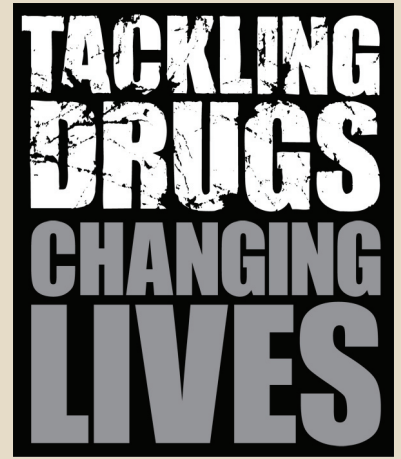
The implementation of the new Care Planning Process was led by the Senior Practitioners supported by other drugs workers that had been involved in its development. Three workshops were carried out so that all staff were informed and this was followed up in individual supervision sessions

However, when implementing change it is not enough just to inform and/or train people in new techniques or processes, there must be the facility to monitor whether the process is being used and whether it is delivering success. To this end the final part of the project considered what KPIs were needed to monitor the process. **These included:**

- Number of active Care Plans vs. Number of active cases
- Number of Care Plans closed on time
- Number of clients with completed Care Plans vs. Clients who disengaged



# Nottingham City Criminal Justice Intervention Team



The success of any improvement project can only be judged by the benefits it delivers. The benefits of this project included:

- Clear understanding of the CJIT's processes by all staff
- Focused approach to Care Planning and case-load management
- Identification of KPIs which will allow seniors and managers to monitor and drive desired behaviours
- Staff gaining process improvement techniques which can then be used to address other areas or issues. In this case one of the Senior Practitioners is taking the lead on redesigning the processes of the ROB office which the CJIT are responsible for

The team are now in a position both to monitor whether the new processes are delivering success and to further enhance the processes in the future.

**Gilly Hagen, Service Operation Manager commented:**

*"Work we did with Ad Esse helped us deliver processes that will assist us to hit Key Performance Indicators. A more robust and SMART care planning and care plan review process between CJIT worker and service user is now in operation. Critical to our success is close liaison with partners. With the aid of Ad Esse's guidance we are trying to ensure the smooth transfer of information and tracking of offenders."*

*A crucial factor for us has been to realise that we need to take time as a team to know who we are and what we do, so that we can inform our partners and the community we serve about our roles and responsibilities in the Criminal Justice System. This new service identity and ownership is key to our success."*



## FURTHER INFORMATION

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