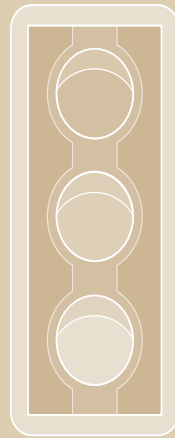


# Going for Green in London Probation



## *From Possibility...*

As the largest and one of the most scrutinised of providers in criminal justice, London Probation has always been under pressure to make significant improvement. In addition to an internal desire to improve services, the requirement for all Probation areas to achieve 'green' levels of performance as a criterion for Trust application created a further need for London to make quick but sustainable improvements to their performance and service delivery.

Overall 'green' status on the Integrated Probation Performance Framework (IPPF), a tool used to measure the performance of Probation Areas across England and Wales, had remained elusive for London, who had achieved 'amber' and 'red' levels of performance. The senior team recognised that their current performance level was not acceptable and could impact negatively on any future application for Trust status.

In 2009 working through the Chief Operations Officer we worked in partnership with London to address specific areas of underperformance.

## **OUR APPROACH**

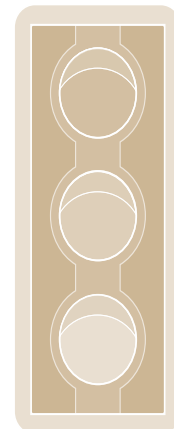
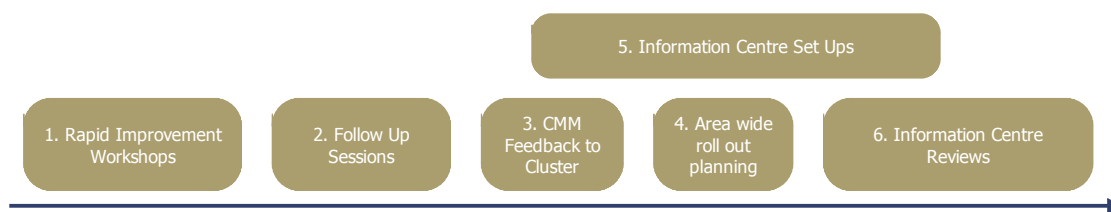
At Ad Esse we believe we develop the best solutions with clients when we involve the people working on the ground throughout the entire improvement process. We also believe that successful change is brought about through a combination of technical process improvement skills together with the ability to engage, motivate and manage people.

Our approach consisted of two bespoke components:

1. Rapid Improvement Workshops focusing on performance
2. Implementing Information Centres and daily meetings.

The following model represents the high level approach that was taken.





## GOING FOR GREEN

The purpose of this project was to focus on areas of underperformance in specific teams, within each of the 12 geographical clusters (plus Victim Support and DRRs), with a view to raising performance in those specific teams, and developing best practice that could be shared with other teams. It was envisaged that there would be some skills transfer to the three internal Performance & Quality Managers. The focus was on OASys completion, Enforcement, National Standards Interventions and National Standards Offender Management.

The 'Going for Green' Rapid Improvement Workshop (RIW) activity breaks down into the following:

- Preparatory work with the PQM team to understand data and underlying performance issues
- A 5-day Rapid Improvement Workshop with each of the Teams
- 3 follow up sessions over a period of 1-8 weeks to evaluate progress
- Next steps Information-sharing at Cluster Management Meetings.

In total we ran 18 RIWs with teams across the 12 clusters. These RIWs were 5 days long and each one had a particular performance issue to focus on, the improvement areas were:

- OASys Timeliness
- OM Basket of National Standards
- Interventions Basket of National Standards
- Enforcement
- Drug Treatment Requirement Starts.

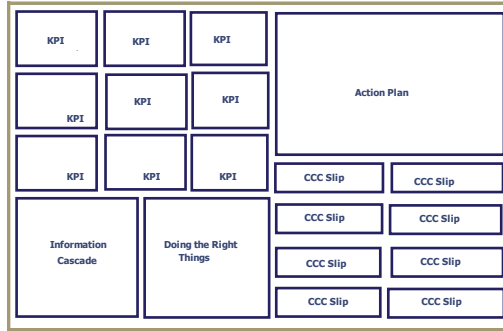
DMAIC is a problem-solving methodology and stands for Define, Measure, Analyse, Improve and Control. It works because it is a structured, data-driven approach and avoids the pitfall of jumping straight to a solution before fully defining and understanding the problem and its' root causes.

### Information Centres and daily meetings

The purpose of this work was to provide managers (from Chief Operations Officer to team leaders) with a means of communication and to get everyone focussed on performance and improvement. It comprised:

- Initial set up meeting to establish principles and physical presence of an Information Centre, with agreement on content (step 4)
- Follow up session to review progress and agree next steps (step 5)

The information centres (I/Cs) that were introduced in London Probation differed slightly from the traditional Information Centre, as the I/Cs were not being implemented as part of a wider Lean implementation. The London Probation Information Centres comprised of the following areas:



- Key Performance Indicators
- Information Cascade – key message communications
- Doing the right things – An audit of team activities
- Action Plan / Master Schedule
- Concern, Containment and Countermeasure Slips – These are to facilitate team based problem solving

## To Actuality...

The whole programme ran over a period of 9 months.

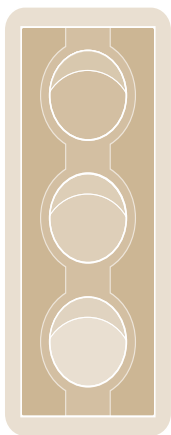
Following completion of the Rapid Improvement Workshops and the majority of I/Cs having been set up, Ad Esse Consultants & cluster Assistant Chief Officers presented to the management teams of the 12 clusters involved in the RIWs at the monthly CMM meetings between July and September. The purpose of the presentations was to share learning from the Rapid Improvement Workshops, and facilitate a discussion around which ideas could be implemented across the cluster to ensure learning from the RIW's was not confined to the teams immediately involved. We agreed with the PQM team not to generate a separate implementation plan for this work, because the teams were already struggling to manage a series of implementation and improvement plans at the moment. Implementation would be managed and monitored through each team's Information Centre.

Ad Esse's involvement took the form of the consultant presenting specific lessons learned in each of the key subject areas including:

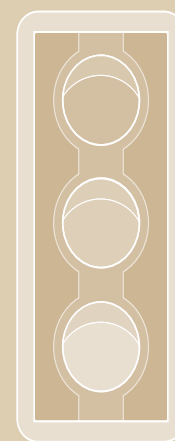
- National Standards OM
- National Standards Interventions
- OASYS
- Enforcement
- DRR.

We also presented general lessons learned and observations around team dynamics, culture and practice, for example, the resistance to active diary management and the tendency to batch OASYS completion. The focus was the subject areas not covered in RIWs by a team from that cluster, as these lessons learned had been presented separately. However, the workshop provided an opportunity to recap on lessons learned by the RIW teams as well. This was useful because the SPO involved was able to give direct feedback about progress and what has been successful and what less successful. In general the teams found this feedback particularly useful. The consultant then facilitated a discussion around what ideas could be implemented more widely, and some robust discussions were had around applicability and effectiveness. The teams also discussed possible additional areas where the DMAIC methodology could be applied. For example, Lewisham have set up a project team to run DMAIC workshops looking at accommodation and employment IPPF targets. In another example, the Cluster team agreed to pursue the NS Interventions action plan and to consider the role of the Reception Service in terms of improving the management of this element of the OM process. The actual implementation of the agreed actions was left in the responsibility of the cluster ACO.

Information Centres have been set up at Director level and Area Manager levels across London Probation, these are now in operation and the structure and requirements are have largely been filtered down to SPO boards.



# Going for Green in London Probation



## THE BENEFITS

The overall goals of this piece of work were to improve service delivery for all stakeholders and get London to a level of performance so they could apply for Trust status; this meant achieving sustained 'green' performance. The third IPPF has now been released since the start of this work and London is green for a third time. Below is a table showing London's Performance pre and post our work with them:

AREA OF IMPROVEMENT	PRE IMPROVEMENT WORK RESULT Q3 08/09	POST IMPROVEMENT WORK RESULT Q2 09/10
Overall IPPF rating	Red	Green
NS Offender Management	77%	85.7%
NS Interventions	67%	79%
Enforcement	88%	93.1%
Drug Rehabilitation Requirements*	Metric not compatible	54%
OASys T2, 3 Timeliness*	55%, 62%	89.1%
OASys PPO & T4 Timeliness*	69%, 78%, 61%, 64%	90.2%
RMP Timeliness*	63%	83.5%
ALL FINAL OASYS REVIEWS*	N/A	87.2%

\*Please note that the OASys and DRR targets changed in April 2009

Apart from the obvious leaps in IPPF performance, there have been additional benefits that are being felt across the organisation:

- Improved communications within and across teams and functions
- Greater staff understanding and ownership of performance and problems
- Performance and Quality Managers who are skilled to deliver Rapid Improvement Workshops.

Generally speaking the entire programme of improvement has been very well received, with one Senior Probation Officer saying: *'The RIW allowed time and space to reflect and improve on practice that was invaluable. Relationships between Unpaid Work, Offender Management and Programmes have improved immensely. Ad Esse were very helpful in keeping us focused and encouraging us think outside the box.'*  
SPO Barnet & Enfield SMU

## FURTHER INFORMATION

To receive regular case studies and articles like this one, you can subscribe to our newsletter 'Actualty'. Contact us at Ad Esse Consulting Ltd.

PHONE: +44 (0) 844 826 6162 EMAIL: [seriousfun@ad-esse.com](mailto:seriousfun@ad-esse.com) WEBSITE: [www.ad-esse.com](http://www.ad-esse.com)