Home Office

INTEGRATED OFFENDER MANAGEMENT: MEETING THE FUTURE CHALLENGES

Conference held on 25 and 26 February 2015:

Presenters' slides

Contents

The changing role of the voluntary sector

Nathan Dick
Head of policy and communications
Clinks

Overview

- Getting to grips with the sector's role
- The state of the sector
- More than a provider

The voluntary sector's role

- Clarity on TR partnerships
- The role in resettlement services
- The role in non-resettlement services
- The role outside of statutory services

The state of the sector

- The needs of service users are more complex
- Volunteers are vital and recruitment is increasing
- More time spent on complex fundraising
- Funding mechanisms make a real difference

More than a provider

- The democratic deficit
- What does ‘good’ look like
- Equality, diversity, and responsivity
- Flexible services to meet the most marginalised

Contact

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Believe in children

Barnardo's

Hugh Sherriffe

Director, Midlands and South West

Barnardo's

Believe in children
Barnardo's

Introduction

Outline

- About Barnardo's
- Children with a parent in prison
- The support we provide
- Local solutions to local problems
    - Community Support for Offenders' Families (CSOF)
        - Lessons from Wales
        - Lessons from Essex
- Working in partnership
- Conclusion

Barnardo's has supported vulnerable children for almost 150 years

- 900 services
- 200,000 children and families
- Our focus: the most vulnerable:
  - child sexual exploitation
  - children leaving care
  - early intervention
  - children affected by parental imprisonment
  - children in Young Offender Institutions and Secure Training Centres

Children with a parent in prison (1)

- Gaps in identification
- Gaps in support
- Bullying and stigma
- Mental health and behavioural difficulties
- **65% of boys with a parent in prison go on to offend themselves**

Children with a parent in prison (2)

- Maintaining family ties reduces the likelihood of reoffending by 39%

Tackling the Problem

- Prison visits
- 'Through the gate' support
- Community Support for Offenders' Families (CSOF)
- 'Hidden sentence' training
- I-HOP

CSOF in detail

- Direct support for families
- Training for professionals
- Awareness-raising and good practice in local services

How is our approach different?

- Access to children and families statutory services don't reach
- Responding to local needs
- Reaching diverse communities

Lessons from Wales

- Reducing Reoffending Strategy Delivery Plan
- Pathway: “Children and Families of Offenders”
- Clear message connecting family engagement and reducing reoffending

Lessons from Essex

- Local responses to local challenges
- Bridging the gap between the secure estate and the community
- Supporting families to stay in contact

Wider changes

- Tackling re-offending and intergenerational offending requires joint working from pre-arrest to reintegration into the community
- Role of Government: we need national leadership on identification and support.

Conclusion

- Supporting children and families of offenders goes hand in hand with reducing re-offending. It also helps tackle intergenerational offending and disadvantage
- Local partnership working
- Family engagement must be central to CRCs operating model

YouTurn Futures;
A new strategic approach for IOM

Trevor Holden, Chief Executive
Luton Borough Council
Nikki Middleton
Interim Director, YouTurn Futures

YouTurn
Restore, Reform & Reintegrate

Bedfordshire IOM

- Developed through Total Place initiative
- Launched in 2011
- Focus on Serious Acquisitive Crime with a Priority Intensive cohort (PI)
- Additional cohort focusing on the on-street sex trade added Oct 2013 (Exit)
- Fully embraced a model of co-located, interdisciplinary teams
- Probation Lead

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Transforming Rehabilitation

- Loss of key strategic partner
- Concern about the degree of commitment to expect from new private providers
- Concern about impact of Payment by Results
- Concern about strategic leadership

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All Options

- Planned Exit
- Sit still and wait
- Lift and Shift
- Create something new

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Ambition

"This is the time for innovation and building on your successes so far"

Damien Green
National IOM Conference, Oct 2013

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YouTurn Futures

- Decision taken by Chief Executives Forum in October 2013
- Established a Project Board
- Identified Trustees
- Drafted a constitution
- Seconded staff
- Registered with Charities Commission in March 2014

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Impact

- Seamless transition from Beds Probation Trust as lead agency to YouTurn
- Improved representation of IOM within the partnership Landscape
- Opportunity to access third sector funding
- Increased scope to develop new initiatives and ensure co-ordinated approaches between key areas

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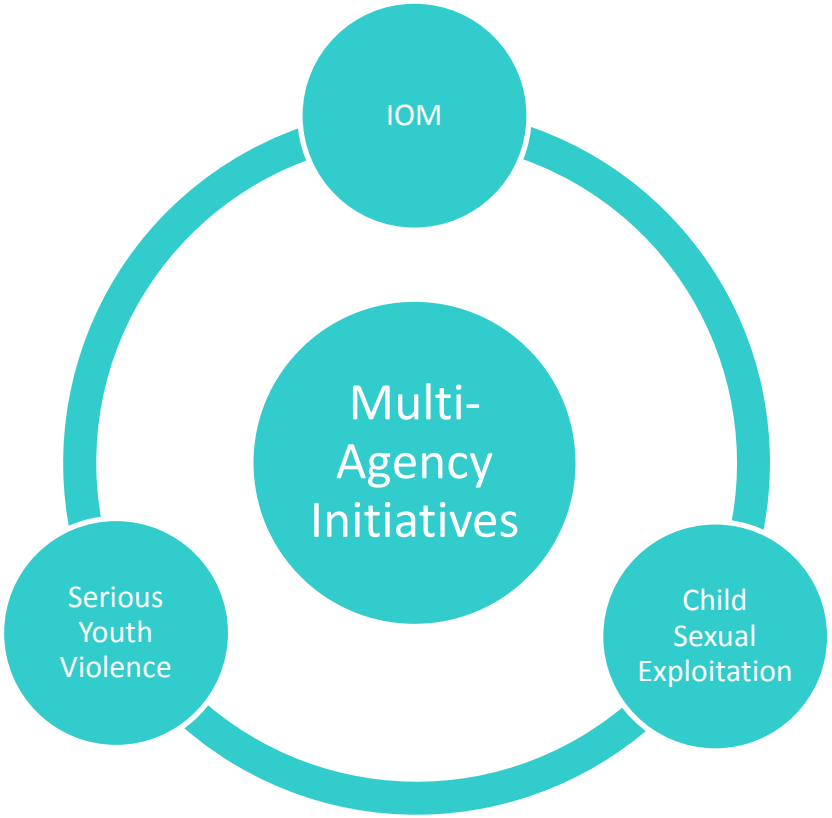
Developing Work



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Wider Benefits

- Improved co-ordination and integration across multi-agency initiatives
- Reduces the risk of duplicating time and resources
- Increases our ability to identify those at risk and in need of support

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Future Crime Challenges: Serious and Organised Crime

Sara Skodbo, Strategic Centre for Organised Crime
Home Office

National IOM Conference, Ryton, 25 Feb 2015

What am I going to cover?

1. Nature of threat from national perspective
2. Response
3. Local delivery
4. Lifetime Offender Management

Serious and Organised Crime - threat

Characteristics

- A **national security risk**; pervasive threat with corrosive impact on communities
- Includes: drugs trafficking; human trafficking; illegal immigration; firearms; cyber crime; fraud; counterfeiting; money laundering; organised acquisitive crime; child sexual exploitation.
- Undermines our economy, financial institutions and online confidence

Scale

- Law enforcement estimates – around **5800 organised crime groups,** involving some **40,600 individuals**
- Costs the UK at least **£24bn** a year. Around **2000** drug-related deaths per year
- **A complex and rapidly evolving threat.** Organised criminals operate across regional, national and international borders.

The Government approach

An improved operational response

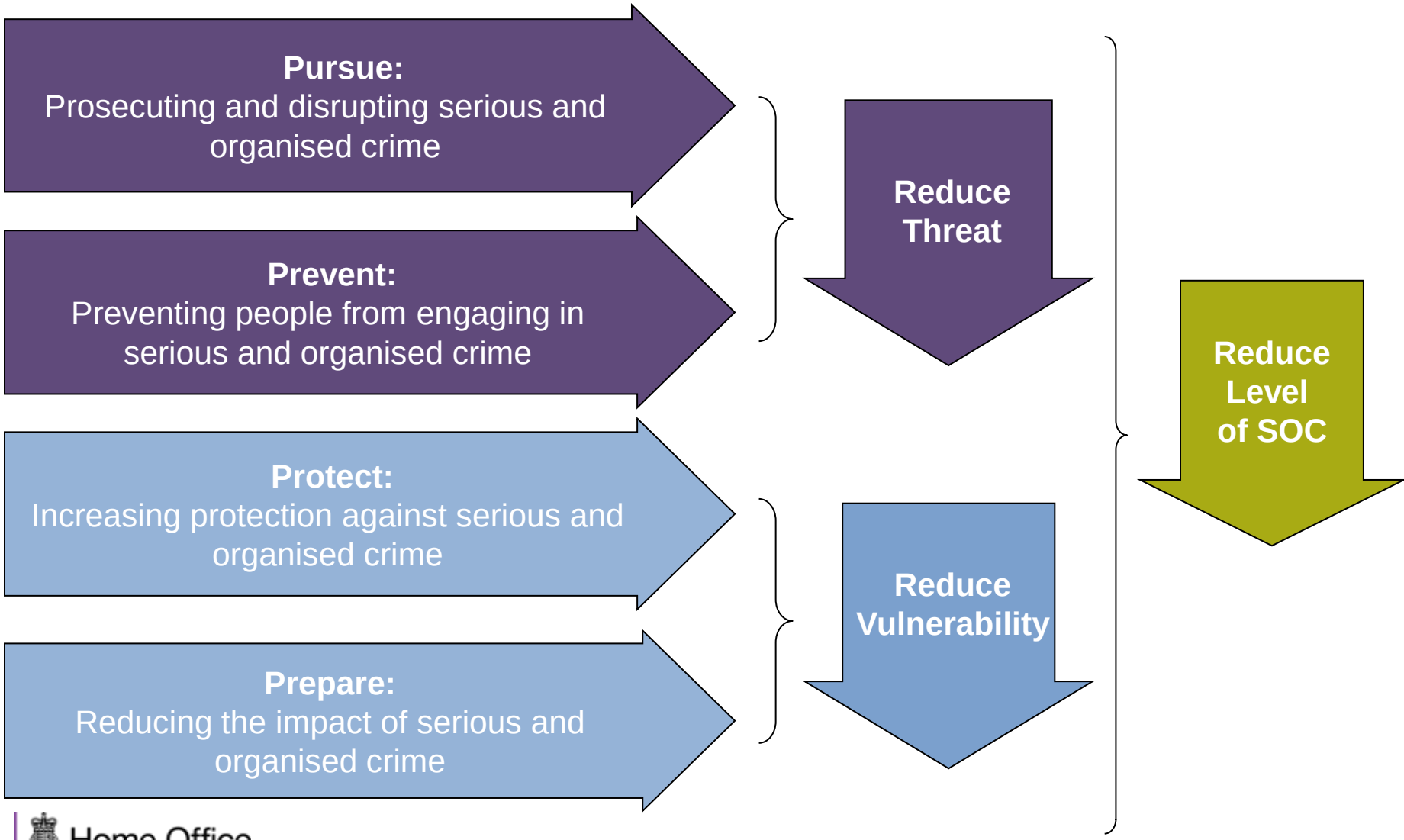
- New National Crime Agency (NCA) fully operational
- Funding to regional organised crime policing capabilities in England and Wales; cyber security funding.

A stronger strategic and policy response

- New Serious and Organised Crime Strategy. Using 4 'P' framework used in the Government's counter-terrorism CONTEST strategy
- Organised crime work treated as a national security risk.

Serious and Organised Crime Strategy

Aim: reduce the level of serious and organised crime



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Local delivery

- We need to learn from CONTEST where *cross Government local delivery* as part of a coordinated *national response* under a *single CT strategy* has been the basis of our success. But...

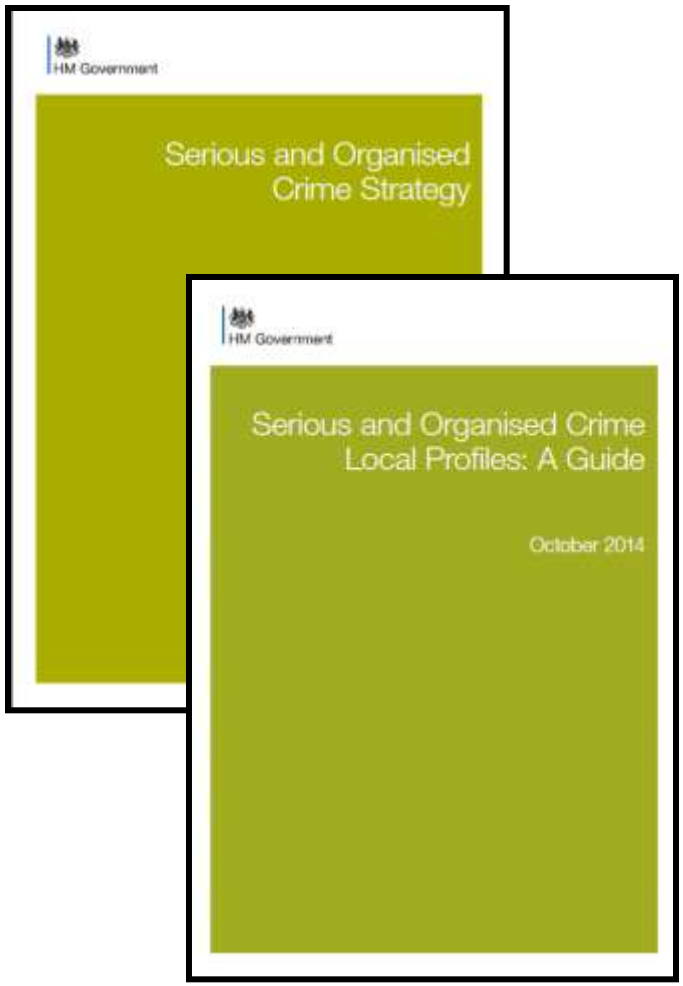
- we also need to recognise the differences - the impact of organised crime on communities is greater than the impact of terrorism: it affects more people, more often and in a more substantial way...

- meaning that the *scope for local delivery is even greater for SOC than it is for CT.*

- But although there are exceptions *arrangements for local delivery of SOC are generally less mature than they are for CT....*

Local Delivery – strengthening the local response

- Local SOC multi-agency partnerships
- Organised Crime Local Profiles
- Strengthened local 4P approach



SOC Local partnerships are crucial for all 4 Ps

- *For example...*

Pursue	• Support disruption of SOC through use of all available powers • Support the production of Local Profiles
Prevent	• Local Prevent interventions to prevent and deter • Communications and awareness raising • Support lifetime offender management for High Risk Individuals
Protect	• Support work to reduce vulnerabilities of individuals and local businesses and government
Prepare	• Support work to build community cohesion and trust

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Lifetime offender management

FROM THE SERIOUS AND ORGANISED CRIME STRATEGY:

*"Lifetime management is a system for **continually assessing the threat** from a person that has been involved in serious and organised crime, **both before and after conviction**.*

*Effective lifetime management identifies **specific interventions** which are appropriate **for specific people** and will have the greatest impact in **cutting crime and reducing their reoffending**.*

***It includes**, but goes further than, **other systems which manage an offender** only after conviction for the duration of their licence conditions; **lifetime management can be used pre- and post-conviction** and **for as long as an individual is considered to be a threat**.*

***Lifetime management is therefore a framework for Pursue and Prevent**."*

Serious and Organised Crime Strategy (2013) page 63. HM Government

SOC lifetime offender management – some challenges

- Large numbers of offenders; focus on the highest risk individuals
- Offending lifetimes are long term and include pre-arrest, in prison, on probation and post-sentence
- Make best use of existing criminal and civil powers
- Effective information sharing and partnership working structures
- Fit with existing offender management structures and approaches

Local delivery – government support

- Guidance
- Local pilots and projects
- Frontline Team
- Identify and disseminate good practice
- Facilitate networks of champions

- For further information:
  - SOCPrevent@homeoffice.x.gsi.gov.uk

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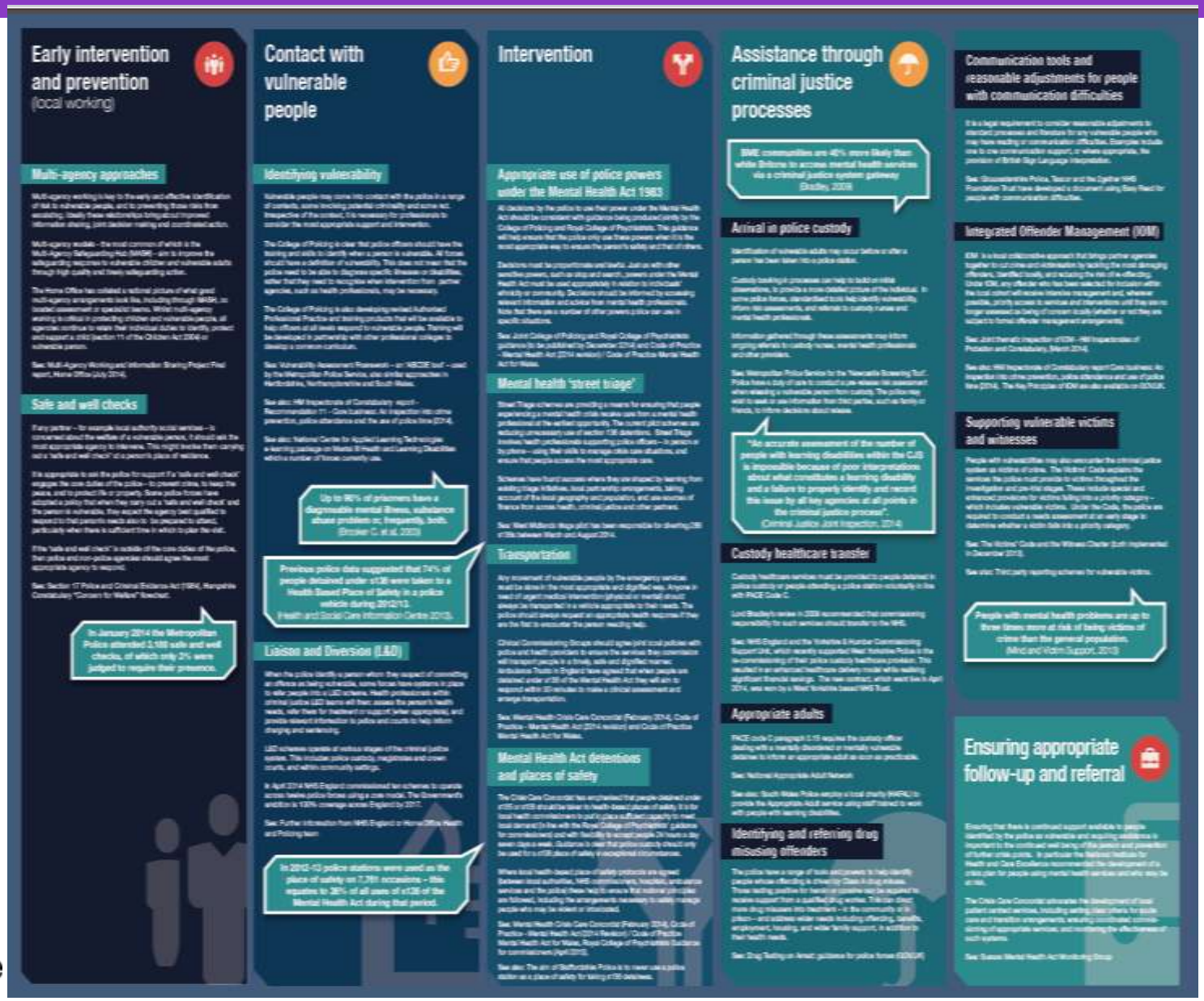
Mental Health and Policing

Links to IOM

Presented by: Chris Witt
Date: 25 February 2015

- **Current problems**
- **Who are we talking about?**
- **What's been happening?**

Supporting vulnerable people



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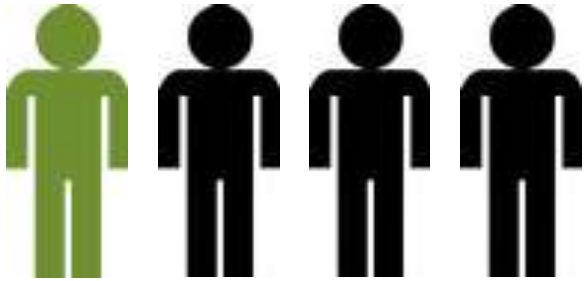
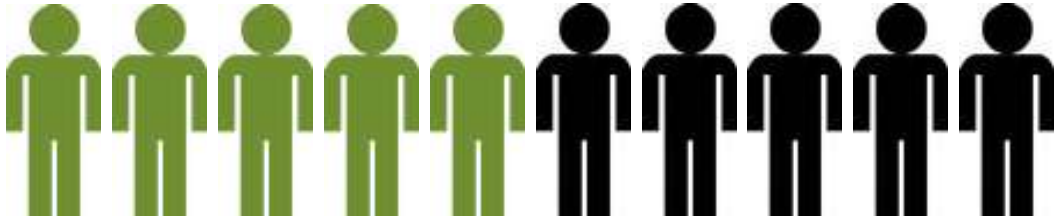
Some facts...

All adults...

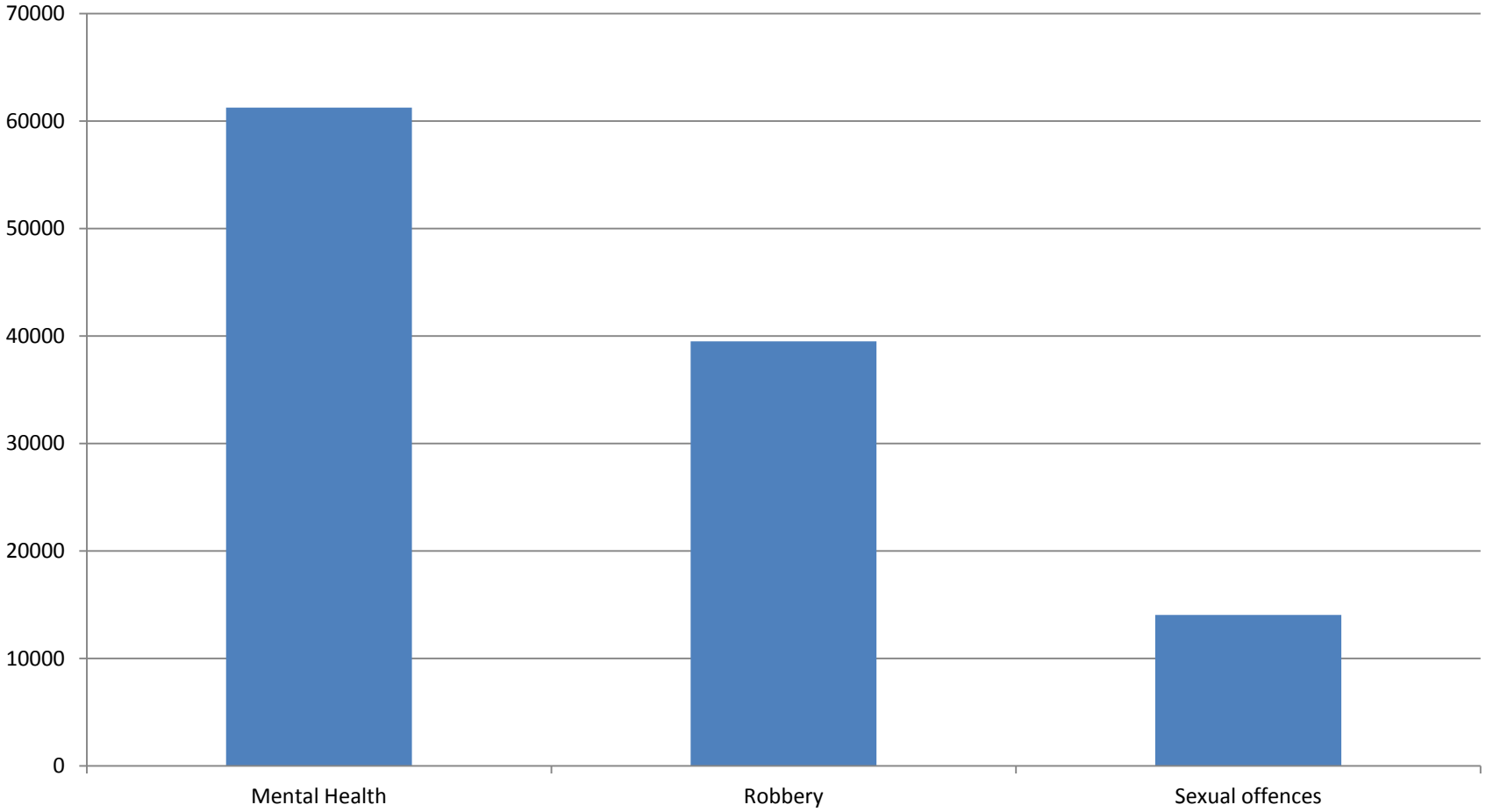


Prisoners...

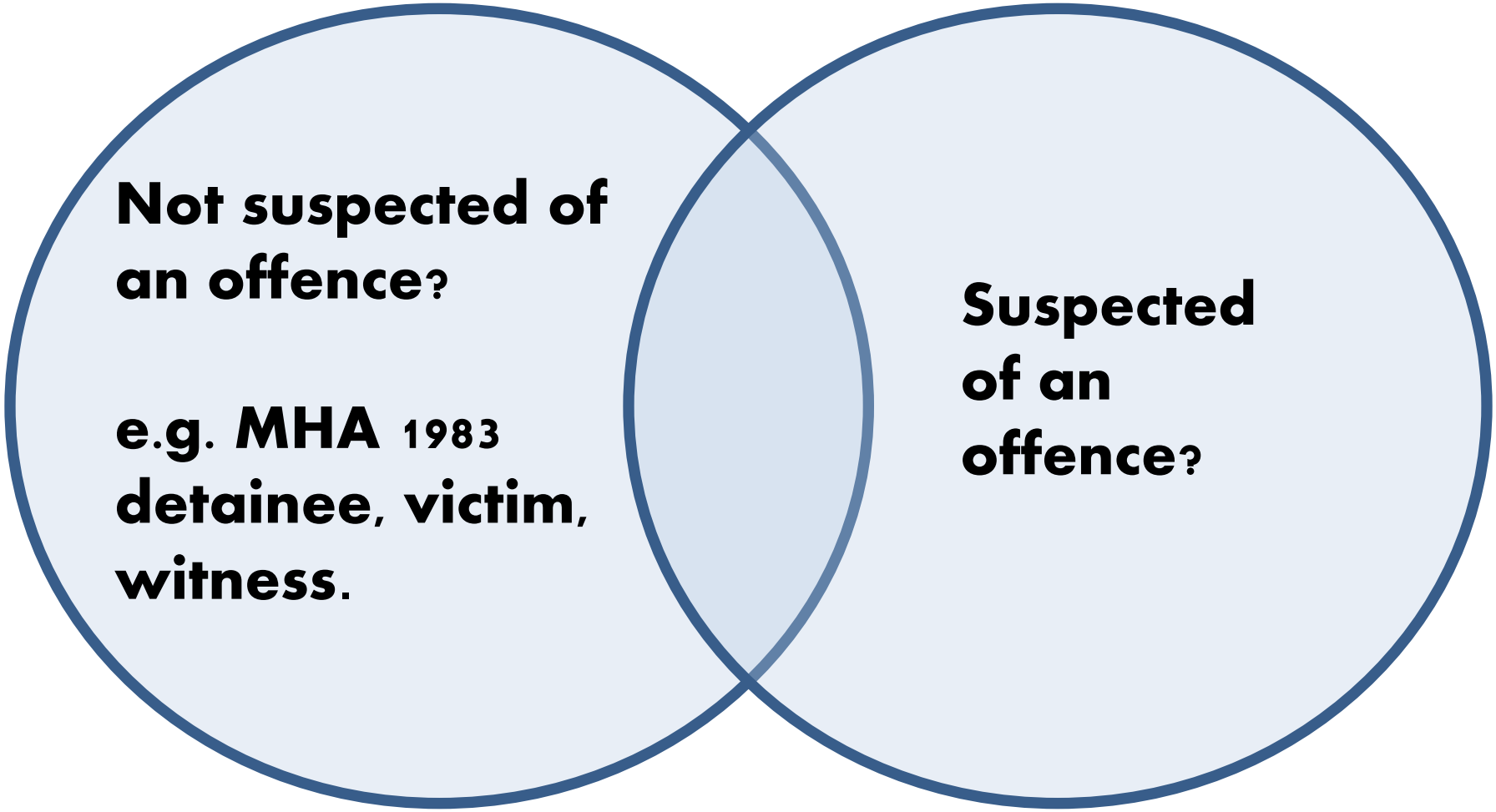


Prisoners – drugs and alcohol..

Metropolitan Police Service - calls received (2012)



Offenders, non-offenders and police responses to them...



Common themes

- **Early identification of vulnerability**
- **Early access to medical support from health professionals**
- **Positive information sharing**
- **Treatment in custody (safe management, independent advocates)**
- **Record keeping**

Offenders – Liaison & Diversion

- **Bradley review (2009)**
- **Identify, assess and refer.**
- **Covering 50% of England by April 2015**
- **3,000 people seen in first 3 months – 68% with mental health issue, learning disability or substance misuse problem**

Non-offenders

- **Principles: Crisis Care Concordat**
- **New guidance, agreed standards**
- **Street triage**
- **Training**
- **Police powers – Mental Health Act 1983**
- **New data**

Street triage

Better responses and better use of resources...

Resources

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Thoughts, challenges…

- **Is enough done to identify when mental health problems may contribute to offending, and offer tailored support?**

- **Availability of support services…**

  (in the NHS, CJS, Community & Voluntary sector)

Contact

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Learning from the Ending Gang and Youth Violence programme

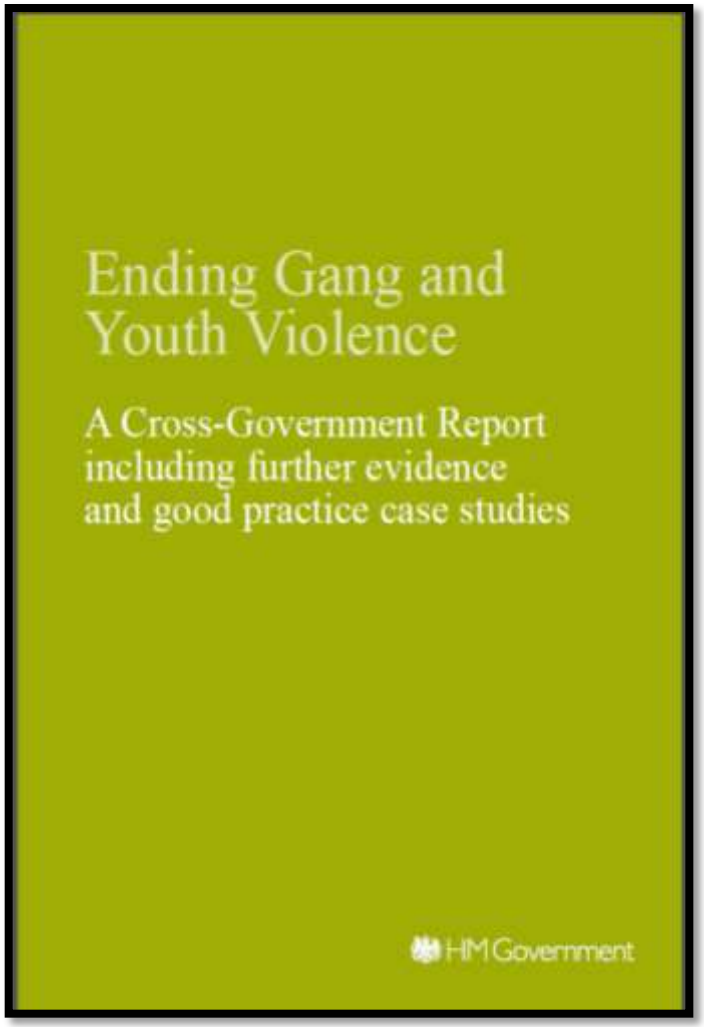
Paul Cullen

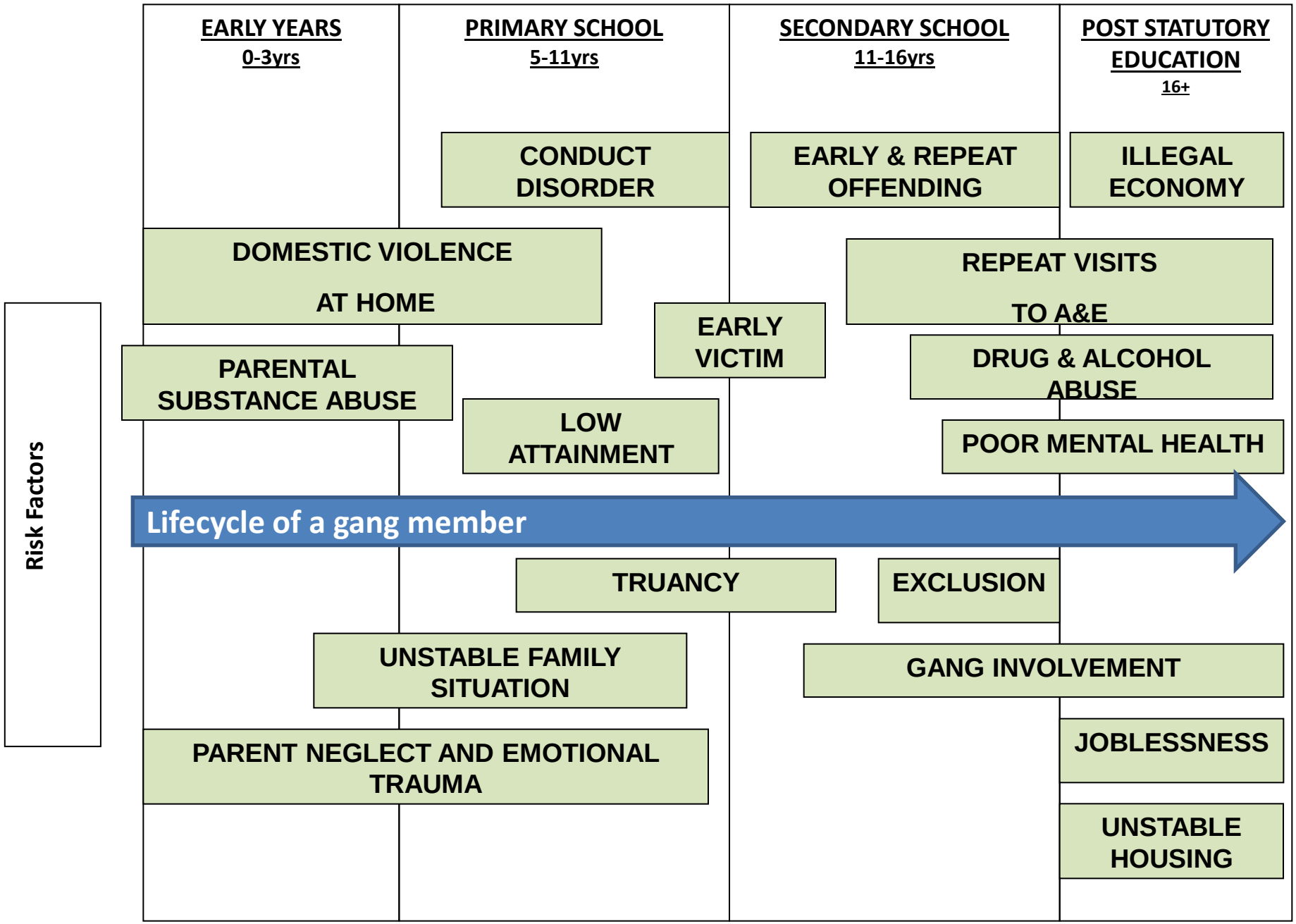
Ending Gang and Youth Violence Front Line Team, Home Office

Where did we start…?

November 2011... The Government launched 'Ending Gang and Youth Violence Report'

- August 2011: Disturbances
- November 2011: Ending Gang and Youth Violence report
- Progress and new commitments set out in two further annual reports




EARLY YEARS
0-3yrs
PRIMARY SCHOOL
5-11yrs
SECONDARY SCHOOL
11-16yrs
POST STATUTORY EDUCATION
16+
CONDUCT DISORDER
EARLY & REPEAT OFFENDING
ILLEGAL ECONOMY
DOMESTIC VIOLENCE AT HOME
REPEAT VISITS TO A&E
EARLY VICTIM
PARENTAL SUBSTANCE ABUSE
DRUG & ALCOHOL ABUSE
LOW ATTAINMENT
POOR MENTAL HEALTH
Risk Factors
Lifecycle of a gang member
TRUANCY
EXCLUSION
UNSTABLE FAMILY SITUATION
GANG INVOLVEMENT
PARENT NEGLECT AND EMOTIONAL TRAUMA
JOBLESSNESS
UNSTABLE HOUSING

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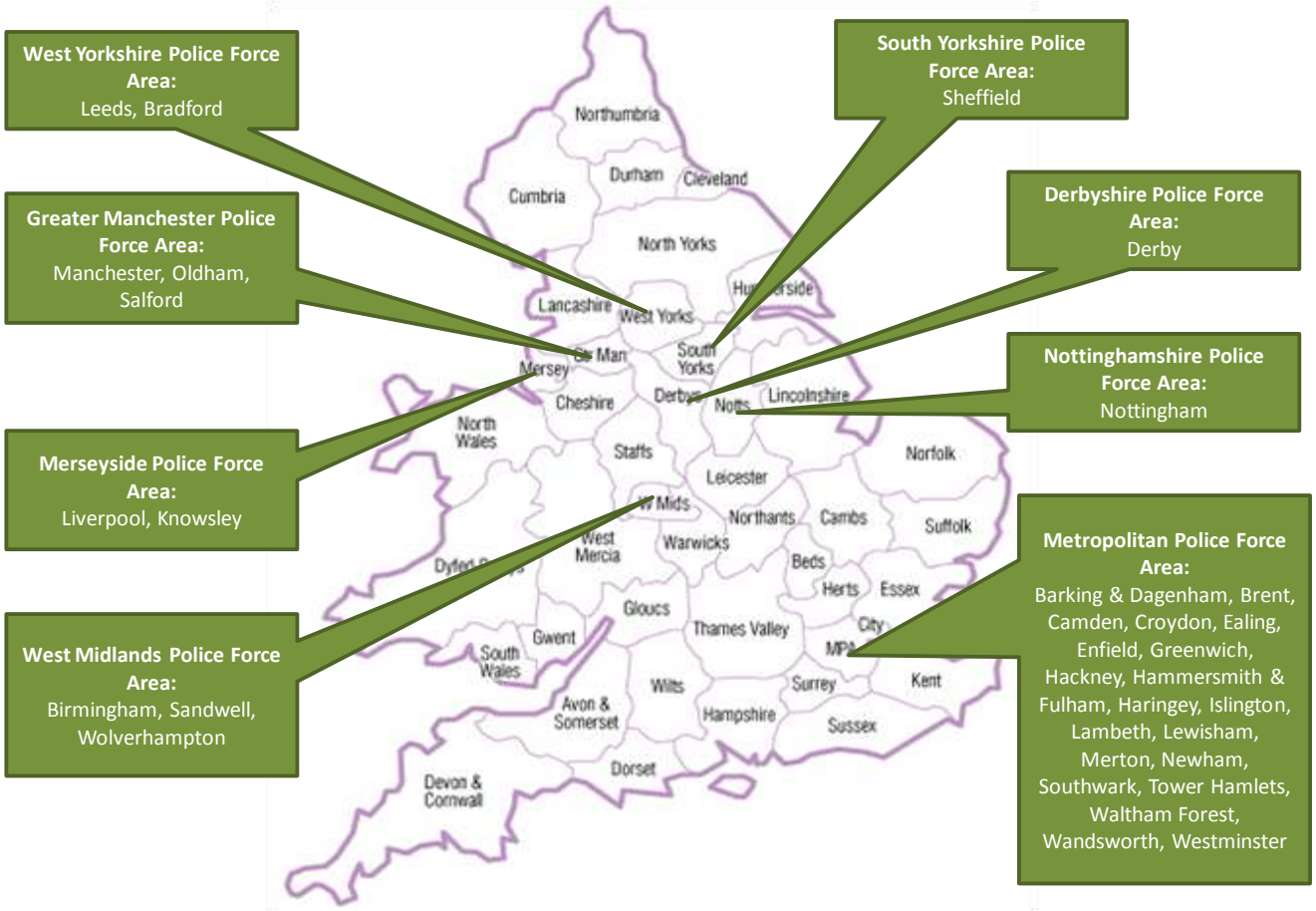
Supporting local areas to tackle gang and youth violence

Ending Gang and Youth Violence priority areas



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Key areas of focus

- In-depth support for local areas
- Improving early intervention
- Prevention and routes out of violent lifestyles
- Violence as a public health issue
- Protection of gang-associated women and girls
- Strengthening the criminal justice response
- Practical improvements in information-sharing
- Understanding the links with organised crime and radicalisation

Some of the key challenges faced by local areas

- Understanding of the local problem and how to work together to tackle it
- Working with health and mental health partners
- Engaging communities
- Understanding links to local drugs markets and movement of gangs across areas

Where are we now?

Partnership working and information sharing

Youth Violence and Health

- 2012, DoH: ***Protecting People, Promoting Health*** - Prof Mark Bellis et al.

- Public Health England – **Health and Wellbeing Boards**

- **A+E Data sharing**

Criminal justice response

- Strengthening knife crime legislation
- Community Impact Statements for gang violence
- Gang members given right support in custody
- Improving gang injunctions

County lines

‘County line’ describes a situation where a person, or more frequently a group from an urban area crosses one or more police force boundaries to a more rural or ‘county’ force, setting up a secure base to conduct day to day dealing.

The ‘County Lines’ issue largely relates to the supply of heroin and crack cocaine. Other drugs such as cocaine, MDMA, amphetamine and cannabis were also mentioned but in very small numbers.

Site selection is based on ease of establishing a new market and potential familial links

Establishment of a county line is achieved through exploitation of vulnerable females and drug addicts in the local area

Nature of the Threat (Cont.)

- Once established junior members (Youngers) run local county lines.
- The youngers are males aged 14 -17
- Youngers can earn £500 a week
- Rail, hire cars, taxis and local users vehicles are main transportation methods.
- Violence is used in establishing the county line, securing the county line and removing competition
- Fluid and cost effective structure with a good succession plan

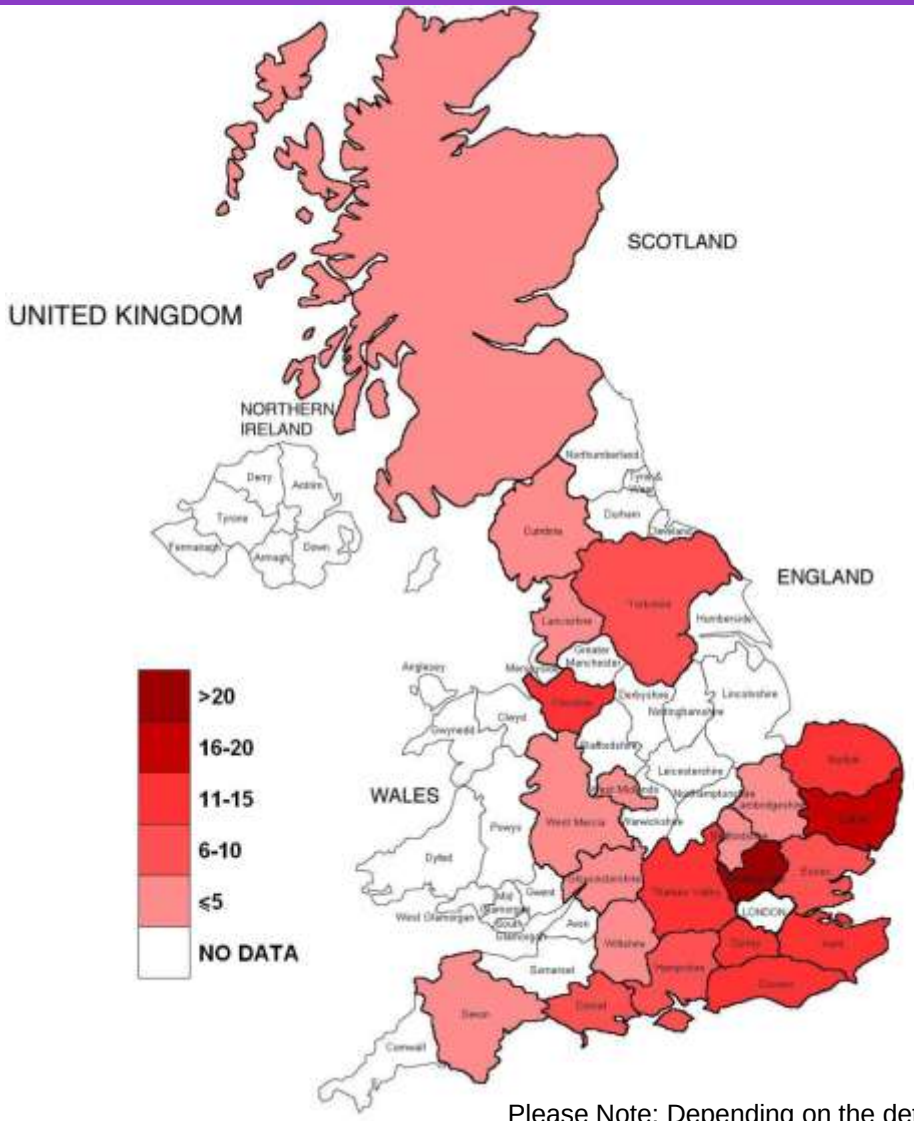
Cross Cutting Issue

- Gangs
- Missing persons
- Exploitation
- Drugs
  - Heroin
  - Crack Cocaine
  - MDMA, Amphetamine
- Safeguarding

The Issue of Safeguarding

- Exploitation of vulnerable children
- Missing persons
- Exploitation of local drug users
- ‘Cuckooing’ and exploitation of vulnerable females
- Child exploitation and recruitment through bribery and coercion

National Picture



- Most home areas for groups, (London, Liverpool, Manchester) do not suffer from an influx of any other groups.
- It is the surrounding areas where most 'County Lines' activity is recorded, with groups establishing the lines in directly neighbouring counties.
- Hertfordshire (23), Suffolk (19), Kent (14) and Thames Valley (14) were impacted by the largest number of groups. In almost all of these cases the groups were London-based.
- The British Transport Police experienced the most groups across the UK, recording 39 in their findings.

Please Note: Depending on the detail of returns, some data is broken down to force/ROCU level while others are at county.

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Challenges ahead…

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Operation Nexus

February 2015

Contents

- What Nexus means
- Nexus Work Streams
- How Nexus has evolved
- What Nexus has delivered
- Nexus High Harm
- Performance and future direction
- National implementation plans

What Nexus means

- Nexus is about corporate integration and strategic management change.
- It is giving us a platform to build stronger partnerships with the police and across the criminal justice system.
- It is re-focusing immigration activity on criminality, including low level and serious offending.
- And it underpins a move towards single law enforcement with seamless sharing of resources; better use of technology; and greater innovation.

- BUT this is not without challenge; different cultures and operating patterns need to be unpicked, and new networks need to be developed.

Work Streams

Operation Nexus encompasses three key work streams:

Custody

- Deployment of immigration officers in police custody suites to systematically identify and manage large volumes of arrested foreign nationals.

High Harm

- Proactive targeting of smaller numbers of ‘high harm’ foreign nationals of interest to the police - including individuals with valid leave to remain in the UK.

Disruption & Deterrence

- Improved forensic matching of crime scene prints and systematic checking of biometrics across police and immigration databases.

How Nexus has evolved

Problem

- 4 - 31% of those arrested are 'self-declared' foreign nationals
- Reactive approach to Immigration Enforcement, not based on harm

Operational Response

- Emerged from initiatives aimed at tackling high harm offenders
- Better use of assets to identify and manage arrested foreign nationals

Developing Model

- Capturing activity across the Criminal Justice System
- Aligning organisational objectives and systems

Adding Value

- Tracking benefits of single law enforcement
- Understanding and tackling offending among foreign nationals

What Nexus has delivered

- We have begun to align police and immigration priorities and processes – this should lead to a more effective and efficient law enforcement approach.

- We are capturing and reporting on our activity in a way that goes beyond our existing capability – with the aim of understanding the true impact of our work.

- We are exploiting the full potential of current arrangements (for example with intelligence-led deportations), but also exploring wider opportunities, system links and connections with other agencies.

Nexus High Harm

Nexus High Harm is a collaborative approach to tackling harmful and chronic offending that has an impact on communities, and costs time and money. High Harm focuses on individuals with violent, sexual and / or prolific offending histories who may be in the UK either legally or illegally.

Nexus provides centralised high harm casework support to the police, creating an opportunity to have a positive impact on removals (in terms of potential future harm prevention).

The majority of High Harm cases are not ‘quick wins’, but difficult and complex cases which may involve revocation / cancellation of leave to remain or even refugee status.

Intelligence sharing and proactive tasking have resulted in 259 High Harm removals since Nexus started in October 2012.

Future Direction

- A national Nexus performance framework was developed in the 2014-15 financial year. It built upon the performance management approach used in London.

- Continuous improvement techniques are being used to define problems and improve processes. As part of this, we are starting to compare different cohorts of cases in order to baseline success and measure the benefits of Nexus.

- A formal evaluation of Nexus is underway which will use research methodologies to explore the impact of Nexus in terms of preventing harm, protecting the public and enhancing enforcement capability.

National Implementation Plans

Evidence suggests that the potential exists for Operation Nexus to succeed in other parts of the UK:

- A Nexus operating model has been implemented in the West Midlands, Manchester, Scotland, Merseyside, Cheshire, Kent, Cleveland, West Yorkshire and North Wales

- Further rollout is scheduled for Avon and Somerset, Lancashire, Northumberland and Sussex.

- Several other forces are engaged in discussions with senior Immigration Enforcement officials.

Key Contacts

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- Chris Moffitt – AD, Nexus High Harm
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Women Offender Triage

Inspector Mary Alston
Metropolitan Police

Why do something different for women?

There are a number of intervention and support providers for male offenders but significantly fewer for women, and even less 'women only' services.

Women have different needs to men in order to prevent them from re-offending.

What are the main differences between male offenders and female offenders?

- Motivation
- Carer responsibilities
- Coercion
- Type of offence – typically low level
- Victim history
- Mental health

Tri-borough Triage

A one year pilot on three London boroughs - a triage for women offenders, starting Dec. 2014, who live in the tri-borough that are:-

- Suitable for Community Resolution
- Cautioned
- Charged with an offence
- Offender voluntarily wants to be referred to Minerva.

MINERVA
Women's Project

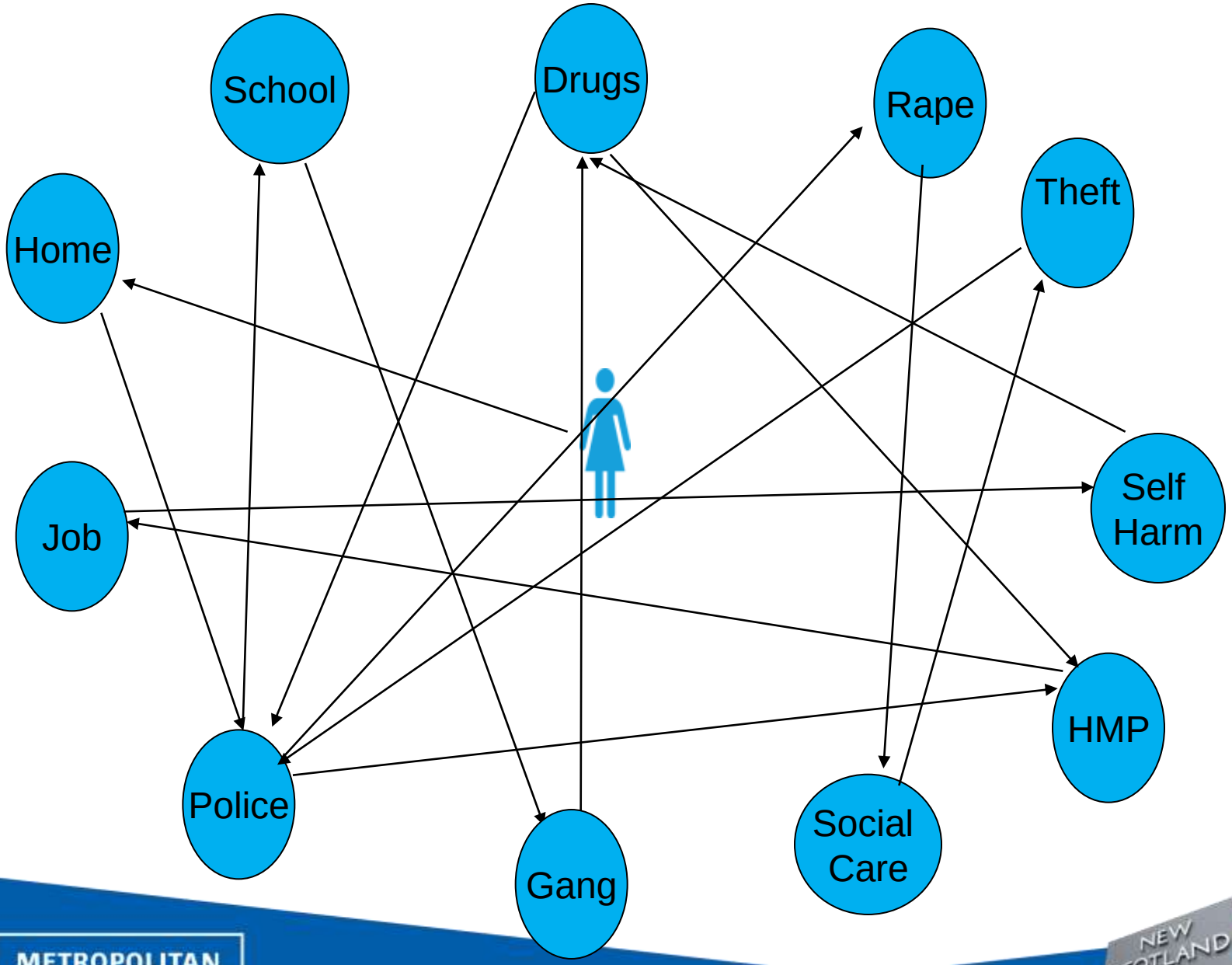
- Advance Minerva set up in 2010
- Safe 'women only' space
- Work with women in tri-borough area
- Transition to Adulthood Young Women's Project

What Minerva Women's Project offer

- **1:1 key-work sessions tailored to the woman's specific needs**
- **Advocacy and Empowerment**
- **Group work programmes around offending behaviour**
- **Diversionary activities to build peer support and self esteem**
- **Access to specialist support such as counselling, housing advice, debt/benefit advice, legal advice, drug / alcohol services**

Summary

- **Triage offers women the ability to access the right services in a safe environment whilst challenging reoffending behaviour**
- **Provides an alternative to prison with the use of community sentence provision to maintain resettlement activity and deliver cost-saving justice**
- **Reduces reoffending by breaking the revolving door cycle**
- **Reduces the cost of placing children in to care**



METROPOLITAN POLICE

NEW SCOTLAND YARD

Email: minerva.secure@advance.cjsm.net
Telephone : 0208 563 2225 (M-F 9am-5pm)

Inspector Mary Alston
Mary.alston@met.police.uk
Tel: 07786 702581

MOPAC | MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

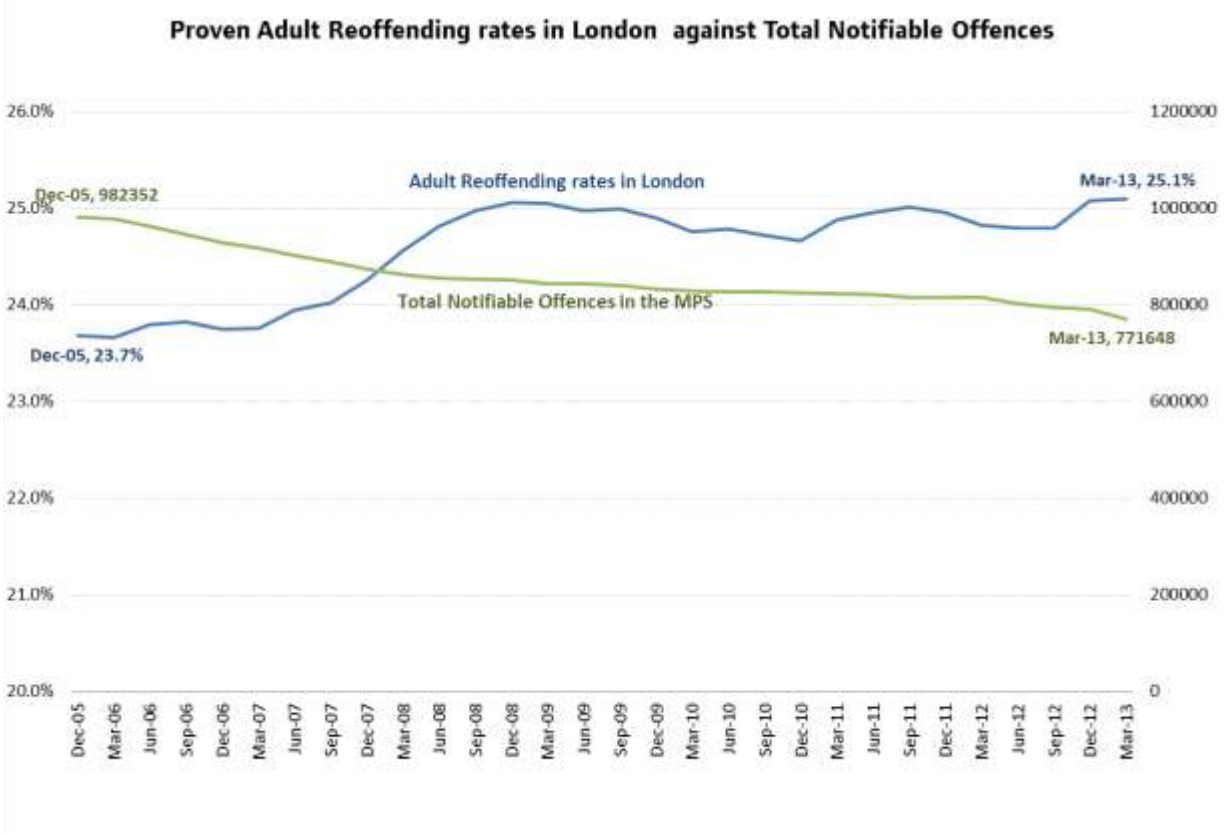
FROM THE NEIGHBOURHOOD TO WHITEHALL: TOWARDS A WHOLE SYSTEM APPROACH TO REDUCING REOFFENDING IN LONDON

MARIE SNELLING

Director of Integrated Offender Management, Programmes and Neighbourhoods

AS THE LEVEL OF CRIME DECREASES IN LONDON, ADULT REOFFENDING RATES CONTINUE TO INCREASE

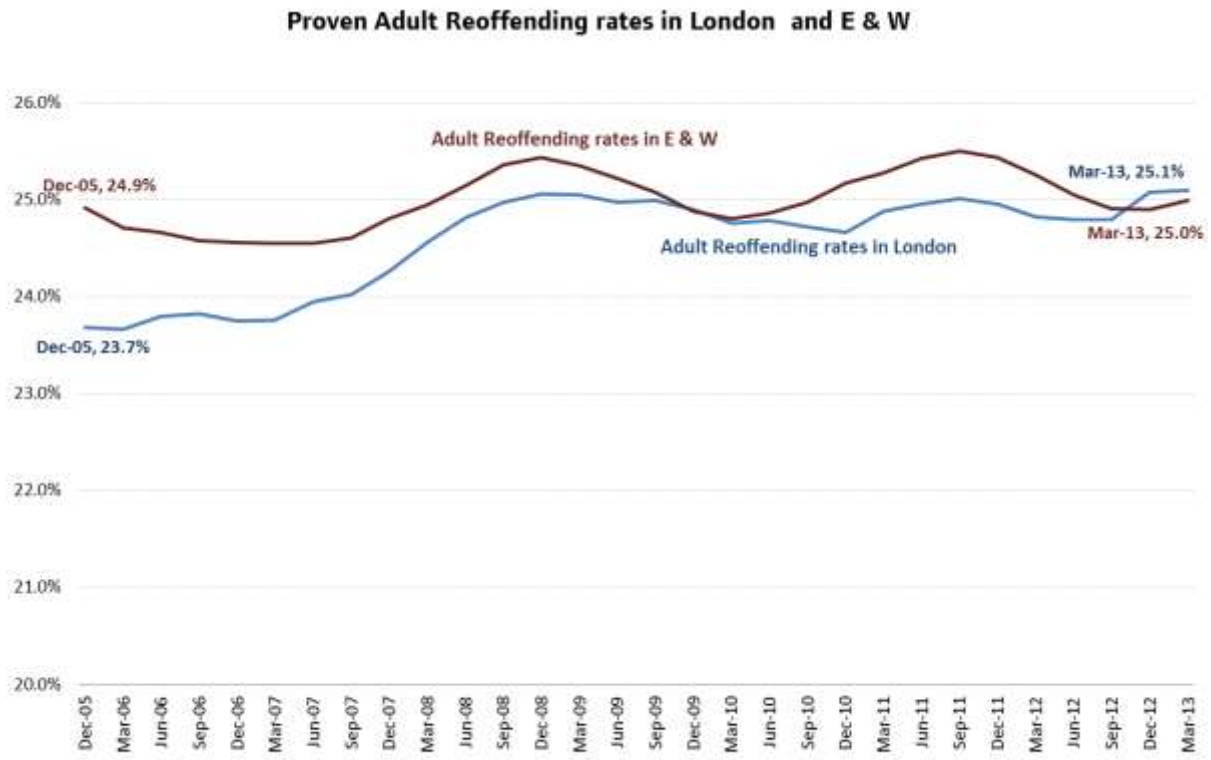
A 21% reduction in crime over 7 years compared to 1.4 percentage points increase in adult reoffending rates over the same period.



Source: MPS, Jan 2015 (Offences); Ministry of Justice, Proven reoffending publication, Jan 2015 (Reoffending rates)

PROVEN ADULT REOFFENDING IS NOW HIGHER IN LONDON COMPARED TO ENGLAND AND WALES

- Proven adult reoffending rate in London in the FY 2012/13 was **25.1%**, slightly higher than England and Wales.
- Proven adult reoffending rates in London are at the highest they have been since FY 2008/09



Source: Ministry of Justice, Proven reoffending publication, Jan 2015 (Reoffending rates)

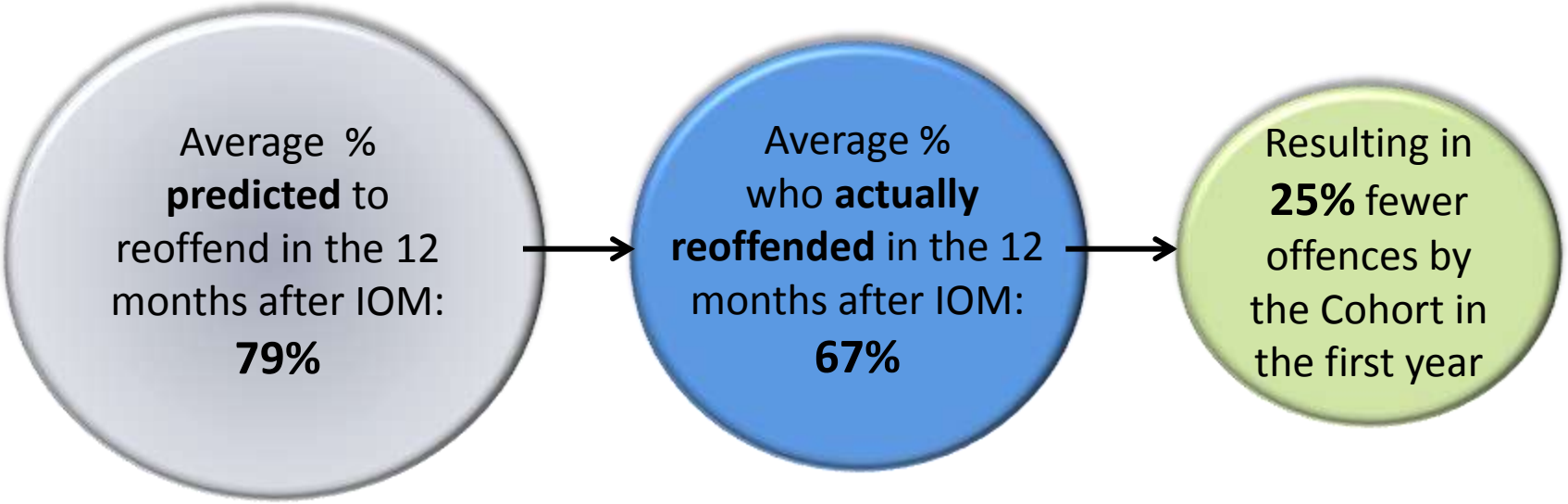
77% OF ADULT OFFENDERS CONVICTED OR CAUTIONED IN LONDON FROM JUNE 2013-14 WERE REOFFENDERS

28% of the **re-offenders** had **15+ previous convictions/cautions.**

Source: Ministry of Justice, Freedom Of Information request 95317, Feb 2015

INTEGRATED OFFENDER MANAGEMENT WORKS

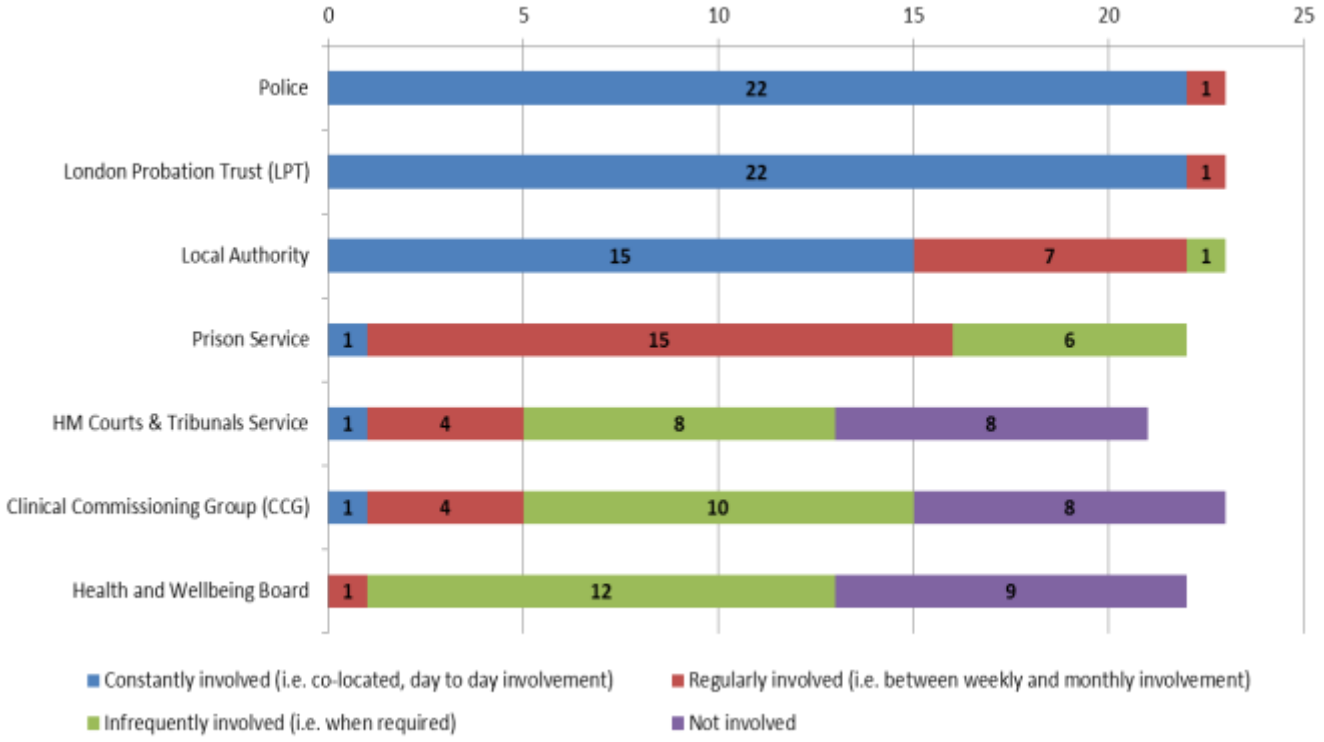
- A North West (NW) London IOM Pilot was developed to target 418 high risk offenders.
- The 418 nominals had a total of **20,441 guilty sanctions** within their criminal careers at the point of IOM start and an average of **49 guilty convictions each**
- The **NW IOM pilot had an impact** on overall reoffending within the first 12 months.



BUT THERE IS A NEED FOR A WHOLE SYSTEM APPROACH TO GRIP HIGH RISK OFFENDERS

- To date IOM has primarily been a community based approach, with mixed levels of partnership engagement

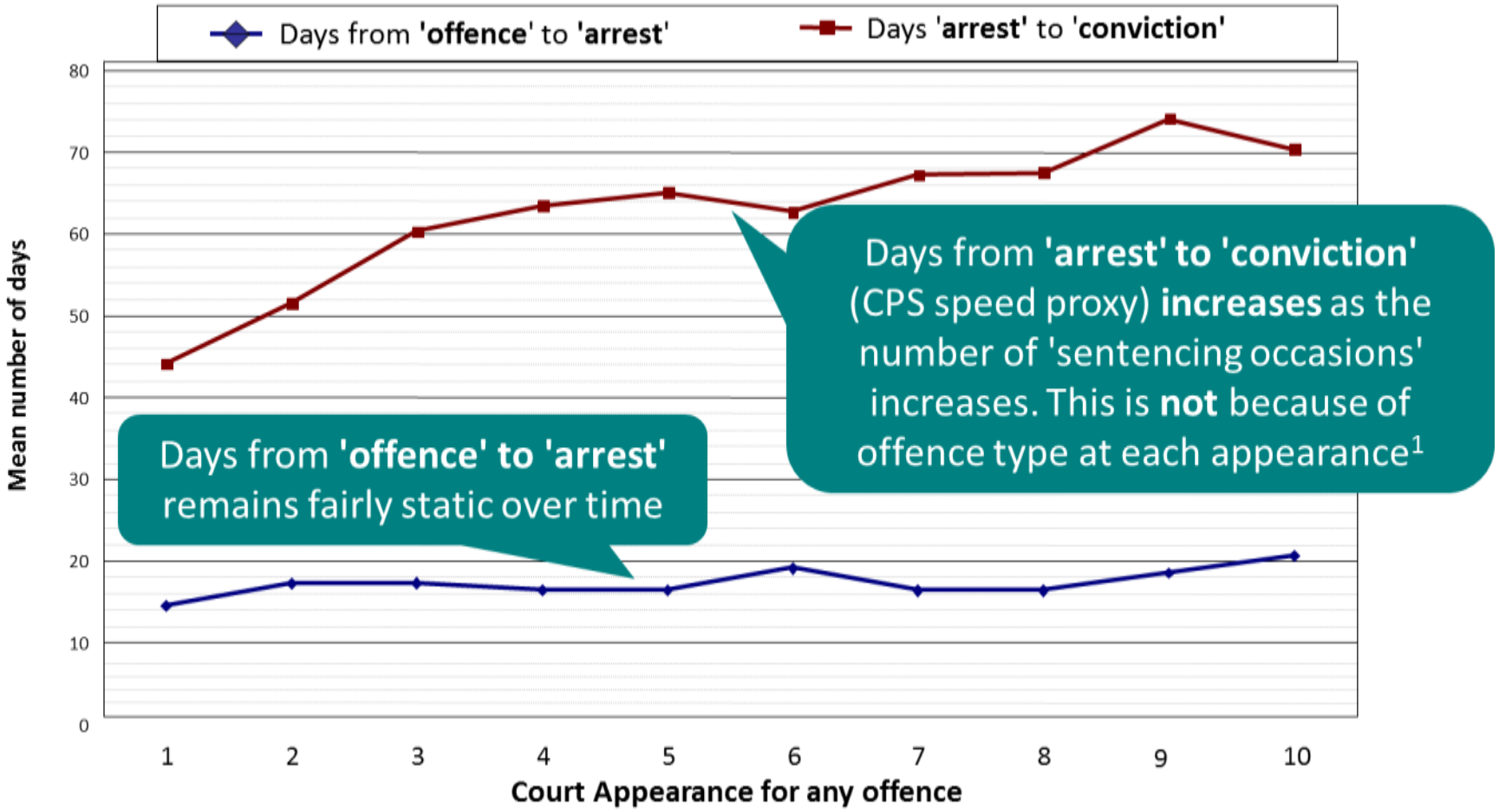
Survey of IOM leads in 2013 highlighted mixed partnership involvement in IOM



THE MORE COURT APPEARANCES, THE SLOWER THROUGH THE COURT PROCESS

Below charts the average number of days through the CJS:

'offence' ⟶ **'arrest'** ⟶ **'conviction'** plotted by number of court appearances



(1) Keenan, M. & Dawson, P. (2014). Sentencing Analysis. Evidence & Insight

OFFENDER CASE STUDY

29 year-old offender (as 02/2015)

Total Cost : £393,198

Criminal History:

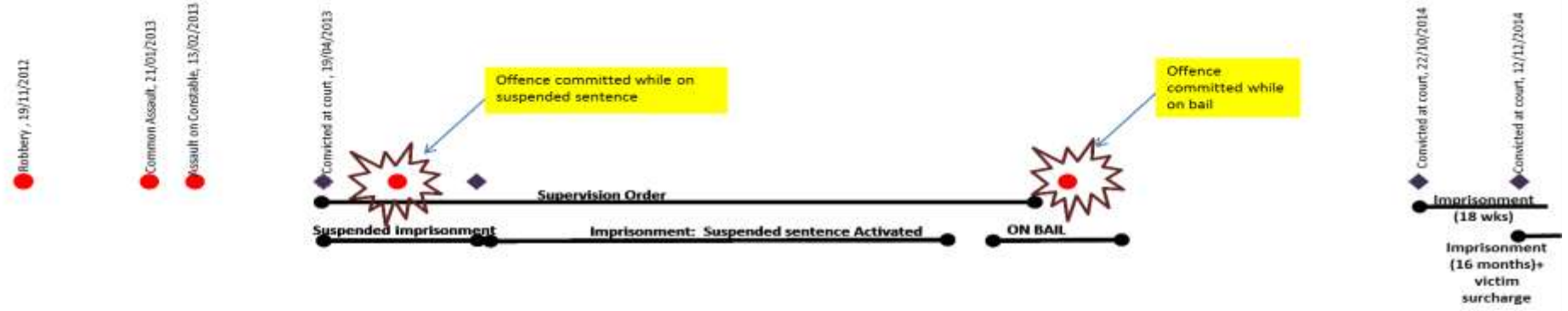
- 31 Arrests/summons
- 76 Charges
- 53 Remands
- 44 Court cases
- 3 Cautions
- 12 Convictions

Facts:

- Charge to conviction conversion rate is only 16%. This conversion rate ranged between 16% and 30% for a sample of offenders.

- Offences have been committed while on bail and on a suspended sentence.

The chart below shows part of the offender criminal history



KEY:

- Offence committed
- Convicted at court

OFFENDER COSTS STUDY

This is based on the criminal history of a sample of 2,093 London offenders flagged as IOM nominals on IDIOM *

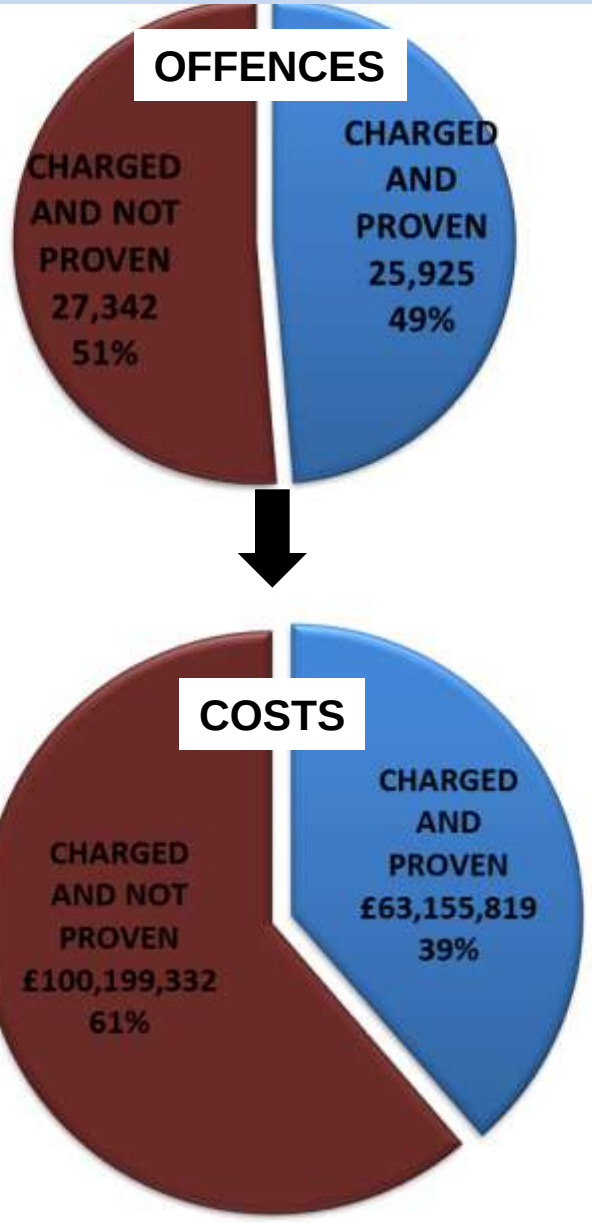
Over this period, these offenders committed approximately

53,267 offences

costing

£163,355,151 **

10 % (209) of the offenders with the highest costs contributed to 32 % (£20,209,862) of the total costs

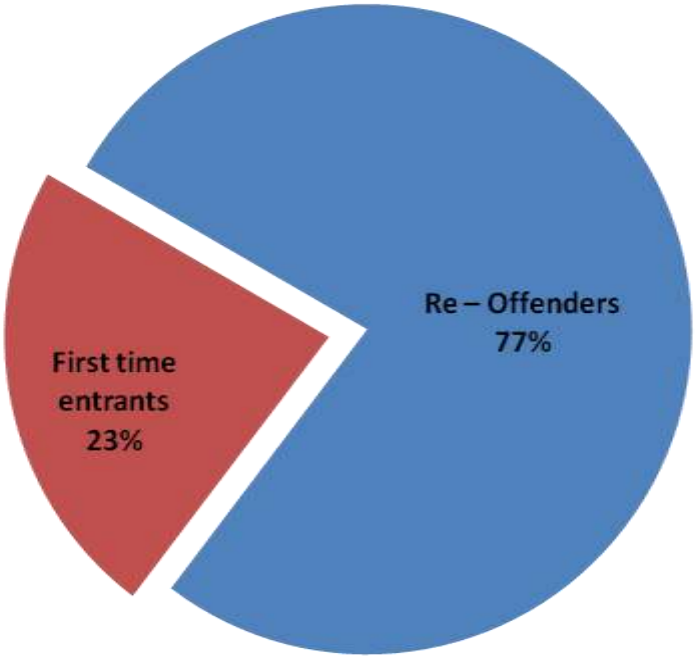


* These only include offenders flagged as IOM from 01/01/2012 and their criminal history 3 years before being flagged as IOM to date.

** The cost of crime is automatically calculated on IDIOM using the Home Office Revisions made to the multipliers and unit costs of crime used in the Integrated Offender Management Value for Money Toolkit

KEY HIGH DEMAND OFFENDERS

There are 3818 key high demand offenders in London, identified by OGRS (Offender Group Reconviction Scale) risk of reoffending scores (75%+)



- **3818 - Key high demand offenders**
- **3497 – Managed by CRC**
- **321 – Managed by NPS**

Numbers are accurate February 2015, provided by CRC and NPS analysts. Accuracy dependent on data quality. Numbers should not be seen as definitive but rather as a starting point for discussion

OUR AMBITION IS FOR A WHOLE SYSTEM APPROACH

- Collective action based on a targeted focus based on risk and demand
- Real time ‘grip’ of offenders through use of IdIOM
- Co-commissioning and shared delivery to provide longer term substantial and quantifiable savings
- Shared performance framework

HM PRISON SERVICE

Public Sector Prisons

IOM – THE PUBLIC SECTOR PRISON PERSPECTIVE

Gary Monaghan

IOM History from a prison perspective

HM PRISON SERVICE
Public Sector Prisons

- Limited reach in from communities
- Limited input from prisons
- Not much partnership working or engagement
- Questions about what prisons could do to support IOM?
- IOM dip in and dip out without prisons knowing!
- Some good ideas and approaches in one or two areas:
  - Bristol
  - Islington
  - Tri- Borough

What prisons can do to make it work

HM PRISON SERVICE

Public Sector Prisons

- IOM prisoners flagged internally
- Prioritised for treatment and intervention
- Use of Incentives and Earned Privilege scheme to gain compliance
- Swift engagement from offender supervisors
- One service approach to through the gate
- Arrange proper access and not through legal visits

What prisons need to make it work

HM PRISON SERVICE

Public Sector Prisons

- We don’t know who they are?
- Information push to Prison NOMIS or IDIOM to be made available in prisons
- Sometimes we don’t have any contact from relevant schemes
- We need to know about the scheme
- If you are coming into a prison at least the Head of Reducing Re-Offending needs to know

The London Perspective

HM PRISON SERVICE
Public Sector Prisons

- Working to get IDIOM into prisons
- DDC agreed whole region approach
- High level input into London Reducing Re-Offending Board
- Some great schemes but also…….
- Office of the Mayor helping joining up
- Challenging – 32 Boroughs and 8.6 million people and cross boundary working
- Lots of Local prisons so easier to support IOM

Some joining up that is needed

HM PRISON SERVICE
Public Sector Prisons

- TR / CRC really look forward to helping develop relationships
- No properly joined up criminal justice infrastructure
- What does good look like?
- Training prisons find it harder to engage and you with them?
- London data shows 30% in custody
- Islington – Bristol
- Needs very strong and outward leadership

In conclusion

HM PRISON SERVICE

Public Sector Prisons

- Great idea that has not come to fruition in prisons
- A third of your cohort may well be in custody
- Some practical working out at a regional level needed
- Geography is a big issue for prisons
- Still great opportunities
- But TR and CRC provides great opportunities……

Gwasanaeth Cenedlaethol
Rheoli Troseddwyr Cymru

National Offender
Management Service in Wales

Gwasanaeth Prawf
Cenedlaethol
National Probation
Service

INTEGRATED OFFENDER MANAGEMENT: MEETING THE FUTURE CHALLENGES

National Probation Service (NPS) Perspective

Tony Kirk, Head of Stakeholder Engagement

Emma Wools, IOM Development Manager

NOMS in Wales

Introduction

- NPS commitment to developing IOM
- How IOM has developed in Wales (IOM Cymru)
- What Works?
- Future Challenges

NPS IOM Divisional Leads

- Coordinated and consistent approach to IOM
- Audit of NPS investment in IOM arrangements across England and Wales
- Development of Integrated Prison and Probation Instruction

Integrated Prison and Probation Instruction

National Offender Management Service

INTEGRATED OFFENDER MANAGEMENT PRISON AND PROBATION INSTRUCTION

This instruction applies to:-	Reference:-
Prisons Providers of Probation Services	

Issue Date	Effective Date	Expiry Date

Issued on the authority of	NOMS Agency Board
For action by (who is this instruction for)	All staff responsible for the development and implementation of Integrated Offender Management (IOM) within prisons and probation: ☒ NOMS HQ ☒ All Prisons ☒ Contracted Prisons ☒ Governors ☒ National Probation Service (NPS) ☒ Community Rehabilitation Companies (CRC)
For information	Other providers of probation and community/resettlement services
Provide a summary of the policy aim and the reason for its development/revision	This Instruction sets out the role of the prison service and providers of probation services in delivering IOM arrangements in England and Wales. It identifies the minimum standards for prisons and probation providers in respect of: ▪ Identification, referral and selection of IOM cases ▪ Registering and recording of IOM status ▪ Court processes ▪ Court outcomes-remand and sentence ▪ Sentence planning ▪ Cohort management, and ▪ Interface between MAPPA and IOM. The Instruction takes into account the changes to the configuration of offender management services since the introduction of the Government's Transforming Rehabilitation agenda in 2014. It relates to all IOM offenders including specific IOM subgroups such as Prolific and Priority Offenders

IOM Cymru

- Pan Wales Strategic Partnership
- Led by NOMS in Wales and ACPO Cymru, supported by Welsh Government
- Recognises the need to coordinate strategic and operational activity of criminal and social justice partners
- Introduced a governance structure specifically focused on reducing crime through reducing reoffending
- Provides an opportunity to align existing programmes and initiatives aimed at reducing reoffending

Wales Reducing Reoffending Strategy (WRRS)

- Formally launched in March 2014
- Developed by IOM Cymru Board on behalf All Wales Criminal Justice Board
- Aligns criminal justice agencies and the Welsh Government's commitment to reduce crime in Wales by reducing reoffending

What Works?

Future Challenges

- Information sharing – IOM Cymru information sharing agreements and protocols
- Involvement of all partners – aligning VCS and social justice activity into integrated service delivery models
- Evidencing outcomes – Integrated Research Analytics and Performance (IRAP) working group
- Maintaining and developing a consistent approach to IOM delivery – IOM Cymru Strategic Framework and Delivery Manual