



Multi Agency Public Protection Arrangements

# WEST YORKSHIRE



# Annual Report 2019- 20



# Introduction

Welcome to the 2019-20 Annual Report of the West Yorkshire Strategic Management Board (SMB) for Multi-Agency Public Protection Arrangements (MAPPA).

The foundation of MAPPA is the partnership work between a whole range of organisations, both within and beyond the criminal justice system. By sharing information, jointly assessing risk, and co-ordinating activity, we are in a better position to protect individuals and local communities in West Yorkshire. These arrangements require a considerable investment of time and effort, but they are a key priority.

Whilst Police, Probation, and Prisons hold the prime responsibility for the effectiveness of MAPPA, they are actively supported by a diverse group of organisations including Youth Offending Teams, Children's and Adults Social Care, Health and Mental Health, Education, Home Office Immigration Enforcement, Accommodation and Electronic Monitoring providers, to name just some. The aim is to get the right organisations around the table for each individual case when necessary.

We have maintained our focus on violent and sexual offenders, but have also continued to develop arrangements to manage violent extremists and those convicted of terrorism related offences. The involvement of and arrangements with Mental Health, Learning Disability and Personality Disorder Services have continued to be a significant focus with improvements despite ongoing pressures on all public services. West Yorkshire MAPPA has also been involved in the national efforts to improve multi-agency responses to the issue of Serious Organised Crime which encompasses Child Sexual Exploitation, Human Trafficking, Gun and Drug criminality (including County Lines) amongst other strands.

As well as pooling the professional expertise of these organisations, MAPPA also benefits from the involvement of the Lay Advisor. Their role is to represent the public, by asking questions of MAPPA on behalf of local communities and by developing a sound knowledge of the operation of MAPPA, including observation of MAPP meetings for individual cases.

The MAPPA process commences whilst the offender is in prison or detained in hospital. Victims are informed of key milestones during the sentence, and their views are made known and taken into account when decisions are taken. When release / discharge conditions are being considered, victim safety is of the highest priority. MAPPA processes become more intense when the offender is released into the community, and the management of risk continues to be reviewed by agencies in accordance with the specific risk issues of each case.

It is recognised that no system, however good, can provide a 100% guarantee that an offender assessed as dangerous will not re-offend. However, last year more than 99% of MAPPA offenders did not go on to commit a serious further offence, and we will continue our efforts to reduce the risk posed by dangerous offenders in West Yorkshire. This report is intended to explain how we go about achieving that aim.

Following the introduction of the COVID-19 pandemic lockdown restrictions in March 2020, an exceptional delivery model (EDM) was implemented. The management of MAPPA offenders has continued to be a business critical operational and strategic priority for West Yorkshire. The EDM ensured we maintained the robust effective delivery of MAPPA across the region for the most critical offenders who present a risk of serious harm to the public.



**ACC Catherine Hankinson**  
West Yorkshire Police  
SMB Chair



**Maggie Smallridge**  
Head of Service,  
National Probation Service



**Paul Foweather**  
Yorkshire Prisons Group  
Director

# What is MAPPA?

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## MAPPA background

MAPPA (Multi-Agency Public Protection Arrangements) are a set of arrangements to manage the risk posed by the most serious sexual and violent offenders (MAPPA-eligible offenders) under the provisions of sections 325 to 327B of the Criminal Justice Act 2003.

They bring together the Police, Probation and Prison Services in each of the 42 Areas in England and Wales into what is known as the MAPPA Responsible Authority.

A number of other agencies are under a Duty to Co-operate (DTC) with the Responsible Authority. These include Social Services, Health Services, Youth Offending Teams, Jobcentre Plus and Local Housing and Education Authorities.

The Responsible Authority is required to appoint two Lay Advisers to sit on each MAPPA area Strategic Management Board (SMB) alongside senior representatives from each of the Responsible Authority and DTC agencies.

Lay Advisers are members of the public appointed by the Minister with no links to the business of managing MAPPA offenders who act as independent, yet informed, observers; able to pose questions which the professionals closely involved in the work might not think of asking. They also bring to the SMB their understanding and perspective of the local community (where they must reside and have strong links).

## How MAPPA works

MAPPA-eligible offenders are identified and information about them is shared between agencies to inform the risk assessments and risk management plans of those managing or supervising them.

That is as far as MAPPA extend in the majority of cases, but some cases require structured multi-agency management. In such cases there will be regular

MAPPA meetings attended by relevant agency practitioners.

There are 3 categories of MAPPA-eligible offender:

- **Category 1** - registered sexual offenders;
- **Category 2** – mainly violent offenders sentenced to 12 months or more imprisonment or a hospital order; and
- **Category 3** – offenders who do not qualify under categories 1 or 2 but who currently pose a risk of serious harm.

There are three levels of management to ensure that resources are focused where they are most needed; generally those presenting the higher risks of serious harm.

- **Level 1** is where the offender is managed by the lead agency with information exchange and multi-agency support as required but without formal MAPPA meetings;
- **Level 2** is where formal MAPPA meetings are required to manage the offender.
- **Level 3** is where risk management plans require the attendance and commitment of resources at a senior level at MAPPA meetings.

MAPPA are supported by ViSOR. This is a national IT system to assist in the management of offenders who pose a serious risk of harm to the public. The use of ViSOR increases the ability to share intelligence across organisations and enable the safe transfer of key information when high risk offenders move, enhancing public protection measures. ViSOR allows staff from the Police, Probation and Prison Services to work on the same IT system for the first time, improving the quality and timeliness of risk assessments and interventions to prevent offending.

All MAPPA reports from England and Wales are published online at: [www.gov.uk](http://www.gov.uk)

# MAPPA Statistics

<b>MAPPA-eligible offenders on 31 March 2020</b>				
	Category 1: Registered sex offenders	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 1	2908	1117	-	4025
Level 2	33	10	6	49
Level 3	0	4	3	7
Total	2941	1131	9	4081

<b>MAPPA-eligible offenders in Levels 2 and 3 by category (yearly total)</b>				
	Category 1: Registered sex offenders	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 2	70	76	28	174
Level 3	4	10	9	23
Total	74	86	37	197

<b>RSOs cautioned or convicted for breach of notification requirements</b>	61
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<b>RSOs who have had their life time notification revoked on application</b>	21
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<b>Restrictive orders for Category 1 offenders</b>	
<b>SHPOs, SHPOs with foreign travel restriction &amp; NOs imposed by the courts</b>	
SHPO	176
SHPO with foreign travel restriction	1
NOs	3

<b>Number of people who became subject to notification requirements following a breach(es) of a Sexual Risk Order (SRO)</b>	0
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<b>Level 2 and 3 offenders returned to custody</b>				
	<b>Category 1: Registered sex offenders</b>	<b>Category 2: Violent offenders</b>	<b>Category 3: Other dangerous offenders</b>	<b>Total</b>
<b>Breach of licence</b>				
Level 2	8	12	5	25
Level 3	0	0	0	0
Total	8	12	5	25
<b>Breach of SOPO</b>				
Level 2	0	-	-	0
Level 3	0	-	-	0
Total	0	-	-	0

<b>Total number of Registered Sexual Offenders per 100,000 population</b>	145
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This figure has been calculated using the Mid-2019 Population Estimates: Single year of age and sex for Police Areas in England and Wales; estimated resident population, published by the Office for National Statistics, excluding those aged less than ten years of age.

# Explanation commentary on statistical tables

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## MAPPA background

The totals of MAPPA-eligible offenders, broken down by category, reflect the picture on 31 March 2020 (i.e. they are a snapshot). The rest of the data covers the period 1 April 2019 to 31 March 2020.

**(a) MAPPA-eligible offenders** – there are a number of offenders defined in law as eligible for MAPPA management, because they have committed specified sexual and violent offences or they currently pose a risk of serious harm, although the majority are actually managed at Level 1 without formal MAPPA meetings. These figures only include those MAPPA eligible offenders living in the community. They do not include those in prison or detained under the Mental Health Act.

**(b) Registered Sexual Offenders (RSOs)** – those who are required to notify the police of their name, address and other personal details and to notify of any subsequent changes (this is known as the “notification requirement.”) These offenders are assessed and managed by the police. They may also be managed by probation or health services if they are subject to licence or a hospital order. Failure to comply with the notification requirement is a criminal offence that carries a maximum penalty of 5 years’ imprisonment.

**(c) Violent Offenders** – this category includes violent offenders sentenced to imprisonment or detention for 12 months or more, or detained under a hospital order. It also includes a small number of sexual offenders who do not qualify for registration. These offenders are assessed and managed by the National Probation Service, Youth Offending Team or Mental Health Services.

**(d) Other Dangerous Offenders** – offenders who do not qualify under the other two MAPPA-eligible categories, but who currently pose a risk of serious harm which requires management via MAPPA

meetings. These offenders are assessed and managed by whichever agency has the primary responsibility for them.

**(e) Breach of licence** – offenders released into the community following a period of imprisonment will be subject to a licence with conditions (under probation supervision). If these conditions are not complied with, breach action will be taken and the offender may be recalled to prison.

**(f) Sexual Harm Prevention Order (SHPO) (including any additional foreign travel restriction).** Sexual Harm Prevention Orders (SHPOs) and interim SHPOs replaced Sexual Offence Prevention Orders. They are intended to protect the public from offenders convicted of a sexual or violent offence who pose a risk of sexual harm to the public by placing restrictions on their behaviour. They require the offender to notify their details to the police (as set out in Part 2 of the 2003 Act) for the duration of the order.

The court must be satisfied that an order is necessary to protect the public (or any particular members of the public) in the UK, or children or vulnerable adults (or any particular children or vulnerable adults) abroad, from sexual harm from the offender. In the case of an order made on a free standing application by a chief officer or the National Crime Agency (NCA), the chief officer/NCA must be able to show that the offender has acted in such a way since their conviction as to make the order necessary.

The minimum duration for a full order is five years. The lower age limit is 10, which is the age of criminal responsibility, but where the defendant is under the age of 18 an application for an order should only be considered exceptionally.

**(g) Notification Order** – this requires sexual offenders who have been convicted overseas to register with the police, in order to protect the public in the UK from the risks that they pose. The police may apply to the court

for a notification order in relation to offenders who are already in the UK or are intending to come to the UK.

**(h) Sexual Risk Order (including any additional foreign travel restriction)**

The Sexual Risk Order (SRO) replaced the Risk of Sexual Harm Order (RoSHO) and may be made in relation to a person without a conviction for a sexual or violent offence (or any other offence), but who poses a risk of sexual harm.

The SRO may be made at the magistrates' court on application by the police or NCA where an individual has committed an act of a sexual nature and the court is satisfied that the person poses a risk of harm to the public in the UK or children or vulnerable adults overseas.

A SRO may prohibit the person from doing anything described in it, including travel overseas. Any prohibition must be necessary to protect the public in the UK from sexual harm or, in relation to foreign travel, protecting children or vulnerable adults from sexual harm.

An individual subject to an SRO is required to notify the police of their name and home address within three days of the order being made and also to notify any changes to this information within three days.

A SRO can last for a minimum of two years and has no maximum duration, with the exception of any foreign travel restrictions which, if applicable, last for a maximum of five years (but may be renewed).

The criminal standard of proof continues to apply. The person concerned is able to appeal against the making of the order and the police or the person concerned are able to apply for the order to be varied, renewed or discharged.

A breach of a SRO is a criminal offence punishable by a maximum of five years' imprisonment. Where an individual breaches their SRO, they will become subject to full notification requirements.

Individuals made subject of a SRO are now recorded on VISOR as a Potentially Dangerous Person (PDP).

**(i) Lifetime notification requirements revoked on application**

A legal challenge in 2010 and a corresponding legislative response means there is now a mechanism in place that allows qualifying sex offenders to apply for a review of their notification requirements. Persons do not come off the register automatically. Qualifying offenders may submit an application to the police to review their indefinite notification requirements. The police review the application and decide whether to revoke the notification requirements. This decision is made at the rank of Superintendent. Those who continue to pose a significant risk will remain on the register for life, if necessary.

Individuals will only become eligible to seek a review once they have been subject to indefinite notification requirements for a period of at least 15 years for adults and 8 years for juveniles. This applied from 1 September 2012 for adult offenders.



# West Yorkshire

# MAPPA in action

## How MAPPA Operates Locally

**There are three MAPPA units in West Yorkshire – Bradford & Calderdale, Leeds, and Wakefield & Kirklees.**

The Strategic Management Board (SMB) in West Yorkshire is chaired by a senior manager from one of the Responsible Authority Agencies (National Probation Service, Police, Prisons) with the current chair being an Assistant Chief Constable from West Yorkshire Police. The role of the SMB is to ensure the quality and effectiveness of MAPPA work in West Yorkshire.

It is impossible to eliminate all risk when offenders are being managed within the community, but the three responsible authority agencies are fully committed to ensuring that, through MAPPA partnership, risks are reduced.

Those agencies, West Yorkshire Police, National Probation Service - West Yorkshire and the Prison Service in Yorkshire and Humberside, have worked hard to develop clear and effective communication mechanisms and to build a strong professional relationship with other agencies.

The **Prison Service in Yorkshire and Humberside** prepares offenders for release from prison and provides key release information on hundreds of prisoners each year in advance of their release back into Yorkshire and Humberside, as part of an agreed and managed joint process with community agencies.

Through **National Probation Service - West Yorkshire (NPS-WY)**, MAPPA has access to a range of interventions and group activities, some of which seek to restrict offenders' actions and behaviours, others try to help offenders change the way they behave. Licence conditions can impose restrictions on offenders such as exclusion zones. National Probation Service - West Yorkshire also works closely with victims of crime who have been affected by either a serious violent or sexual offence.

MAPPA enables **West Yorkshire Police** to coordinate with other agencies and contribute to the effective risk management of sexual and violent offenders. West Yorkshire Police take a lead in the management of Category 1, Registered Sexual Offender MAPPA cases. Officers who know the offender will contribute to risk assessment and action planning. Regular contact takes place between Probation Officers and Police staff across West Yorkshire.

The MAPPA Units coordinate meetings, undertake administration of MAPPA and provide a MAPPA Chair who objectively guides the meeting to develop a robust Risk Management Plan for each MAPPA Offender and holds agencies to account for completing the actions they have agreed to undertake. There is also a WY MAPPA Coordinator who acts as a bridge between the SMB and MAPPA agencies, supporting operational, policy and strategic development in accordance with SMB requirements and national MAPPA guidance, as well as acting as a single point of contact for other MAPPA areas and forging links at regional and national levels.

# About the Responsible Authority Agencies involvement in MAPPA

## **How West Yorkshire Police works with MAPPA**

West Yorkshire Police is committed to ensuring the safety of the public and MAPPA is an important way in which police and other agencies can co-ordinate their work in order to contribute to the effective risk management of sexual and violent offenders. The five West Yorkshire Police Districts take the lead in the management of MAPPA cases overseen by the Safeguarding Central Governance Unit.

The five policing Districts, namely Leeds, Bradford, Kirklees, Wakefield and Calderdale routinely co-ordinate local policing actions in order to address the risk posed by MAPPA managed offenders.

In practice, every MAPP meeting is attended by a Detective Inspector and, as required, other officers who know the offender and their offending history will attend the meeting and contribute to the risk assessment and action planning. The Detective Inspector is accountable for ensuring that actions relating to the police involvement in the management of the offender are carried out as agreed. Outside the MAPPA meetings, regular contact takes place between Probation Officers and the local Police to ensure that each plan continues to be robust and effective so that the public remain protected.

Effective risk management of MAPPA cases necessitates very close cooperation and understanding between agencies, not only during the MAPPA meetings, but also throughout daily activity around offender management. West Yorkshire Police has worked hard to develop clear and effective ongoing communication with the other responsible agencies within MAPPA, namely National Probation Service - West Yorkshire and the Prison Service, and has worked hard to build a strong professional relationship with other agencies subject to a duty to cooperate responsibility.

Considerable investment has been made in the use of the national ViSOR database as a means of sharing information and more effectively managing sexual and violent offenders by the Police, NPS - WY and Prison Service. This development is continuing and ongoing.

West Yorkshire Police remains committed to ensuring that, through a strong and effective MAPPA partnership, we reduce the risk, as much as possible from offenders who are being managed within the community.

## **How NPS-WY works with MAPPA**

MAPPA is an essential element in how NPS-WY manages high risk violent and sexual offenders in the community as the NPS caseload is mainly comprised of these cases. Probation Officers work closely with relevant agencies outside meetings to inform risk assessments and risk management. However, Duty to Cooperate (DTC) agency participation in the meetings enables full information sharing that provides the broadest perspective of the offender, their movements and actions. Through the meetings we can implement and refine risk management plans to most effectively manage each offender.

MAPP meetings have the authority to harness resources from partners and DTC agencies to deliver the risk management plan and can help to determine and coordinate appropriate actions for each organisation. Meetings provide a comprehensive view of each offender and agencies get an excellent overview, including understanding the overall risk management plan and contributing their own intelligence about the offender's behaviour. This third party information is vital in managing high risk offenders in the community, and ensures that by working together we are able to effectively protect the public.

An example of how this works in practice is in securing access to important services such as healthcare or accommodation. Staff at an appropriate level from relevant partner agencies are involved in the MAPP meetings and therefore decisions can be made immediately to fast track appointments with agencies, housing provision or other vital actions that can reduce reoffending. As meetings are held before offenders are released from prison, they also provide time for planning across a range of local services. All agencies are acting in partnership to achieve the best outcomes.

MAPPA has access to a range of interventions, some of which seek to restrict the offenders' actions and behaviours whilst others try to help the offenders change aspects of the way they behave. The NPS, in conjunction with the West Yorkshire Community Rehabilitation Company, offers a number of group activities which address specific aspects of offending behaviour, these include:

- Medium and high intensity domestic violence groups
- Anger management and alcohol fuelled offending groups
- Groups for sex offenders
- Groups to address substance misuse (alcohol and drug) related offending including Stop Binge Drinking and Drink Impaired Drivers
- Groups to address Thinking Skills and one-to-one sessions to address behaviour associated with hate crimes

**Licence conditions** – Every offender released from prison is released on Licence. Licences can have additional conditions added which include exclusion zones, residence requirements, non-contact conditions protecting the victim or preventing association with other named people, requirements to allow access to / remove computer equipment - to name a few.

**Work with Victims** – Liaising with victims is a key part of NPS-WY work. Anyone who is the victim of offenders sentenced to 12 months or more or detained under the Mental Health Act 1983 for a specified sexual or violent offence is contacted by the Victims Services Unit. The contact offered includes regular updates for the victims so they know what is happening to the offender – if their sentence has changed, if they are approaching parole, if they are moving prison or location and when they are released, including their licence conditions. Contact continues when offenders are released and until the end of their licence period. The Victim Services Unit also ensures that victims' views are raised in all appropriate forums including Parole Board hearings and MAPP meetings.

## **How Yorkshire and Humberside Prison Service works with MAPPA**

Over the past twelve months, the Prison Service in Yorkshire & Humberside has continued its commitment to working with community partners, aimed at increased protection of the public from dangerous offenders. This commitment is strongest in relation to preparing offenders for release from prison, and ensuring adequate notice and advance briefings are passed to the Police and Probation in agreed cases.

The Prison Service has continued contributing to ViSOR. In relation to serious crime, the sharing of information and intelligence between the key agencies is now agreed normal practice. Additionally, this joint approach by the key Criminal Justice Agencies has been extended to include and jointly manage extremism and counter-terrorism.

In meeting these commitments over the past year the Prison Service has supported and provided key release information on hundreds of prisoners in advance of their release back into Yorkshire & Humberside as part of an agreed and managed joint process with the community agencies.

Additionally, prison managers have made significant contributions to the strategic planning of MAPPA within Yorkshire and Humberside, contributing to joint training, business planning and clear communication to increase public confidence. Training has been continued and developed to increase the knowledge and skills of prison staff across the public protection arena, including awareness on domestic violence and abuse, extremism, and raising understanding of the joint approach to protecting the public. Prison staff have made an increased commitment to external and joint training, in particular working alongside our Police and Probation partners.

## MAPPA Case Study

Mr N received a 30-month custodial sentence following his conviction of committing arson and endangering life. He was assessed as being a high-risk offender who presented complex needs including mental health and substance misuse. In preparation for his release from prison, his probation officer made a referral to an approved premises accommodation and he was placed on the waiting list. However, following his release there were no fire-proof bed spaces available. As a result, there was no option but to make a homelessness application to the local housing authority which led to homelessness priority being granted.

Given the risks Mr. N presented, a multiagency management approach was required to secure long-term accommodation beyond the 56-day housing duty and to manage the risks posed by Mr. N living in the community in order to protect the public.

In accordance with the Criminal Justice Act 2003, Mr N's offence and sentence meant he fitted the MAPPA criteria under Category 2: specified Violent Offenders serving 12 months custody or more. Mr. N was referred into MAPPA for level 2 (L2) management and a referral to the L2 housing provider was made. However, due to insurance restrictions introduced following the Grenfell fire, the accommodation provider could only accommodate a fixed number of service users with a conviction for arson. At that time, this provider had reached their full capacity so therefore unable to accommodate. Concerted efforts were made to secure housing by other providers; however referrals were declined due to Mr. N being in the high-risk category due to his conviction for arson and endangering life.

A referral was made to Adult Social Care (ASC). However, given that Mr. N's offence took place in supported accommodation where he was a resident, initially ASC refused to pursue placing him in a similar setting and no further support was provided. At the first MAPPA meeting, the Chair requested that a further referral is made to ASC, outlining the MAPPA panel's significant concerns and appealed the decision made by ASC. The appeal was granted which led to the case being accepted by ASC. The second ASC assessment concluded Mr. N met the criteria under the Care Act. Following this, an allocated social worker (SW) attended subsequent MAPPA meetings.

It was evident that accommodation providers would need funding and wrap around support in place before Mr. N was offered housing. Further action from the MAPPA Chair led to the ASC commissioners being invited to MAPP meetings where funding was agreed. This led to the removal of some of the blockades to housing and support. With ASC funding in place, Mr. N was then referred into the complex case panel by the housing officer. However, due to the offence of arson, he was ineligible due to not meeting the criteria. Despite this, housing colleagues continued to work alongside with MAPPA to look at all options after the 56-day housing duty ended. Additionally, ASC were assigned actions to explore accommodation. West Yorkshire Fire Brigade also attended MAPP meetings to offer specific advice on fire prevention work. Due to Mr. N having learning needs, a referral was also made to the Forensic Outreach Liaison service who arranged weekly contact with Mr. N. to provide support with attending mental health appointments and practical support.

With support mechanisms and appropriate risk management in place, ASC were able to identify a private rented property which was risk assessed as suitable by the offender manager. A full disclosure was made to the landlord about the offence and risks. The fire service assessed the property and provided advice on the work needed to make the flat fire-proof. At the same time, the social worker and offender manager assigned an action point to visit the flat with Mr. N who at that point was feeling quite anxious. It transpired that the ASC funding was able to meet the costs of the rent for the flat and housing colleagues confirmed that Mr. N would be entitled to financial support to meet the costs of his accommodation due to having priority status. After all the necessary checks were made, Mr. N moved into his flat with full wrap around support.

In conclusion, MAPPA was able to remove barriers/blockages and challenge decisions. MAPPA also played a key role in brokering resources by providing clear rationale for decisions and outlining concerns. This was a complex case which needed MAPPA involvement to find solutions by working with other agencies. The meetings set clear action points and timescales to ensure that there was a robust accommodation plan in place before the 56-day housing duty ended. Prior to the offence Mr N reported that he felt he was not getting the support he felt he needed from agencies and that his offence was a 'cry for help'. At the last MAPPA meeting, the offender manager reported Mr. N was complying fully with all agencies and felt very supported. By using MAPPA legal underpinnings to ensure that the risk management plan was robust to ensure that public protection was a priority at all times, resources were best directed to protect the public and to reduce reoffending.

## A Lay Adviser's Perspective

As I put together these remarks in latter part of 2020 as the Covid-19 pandemic rages around the world, 2019 feels a distant past. I shall focus here on the year gone, while leaving a few comments about more recent developments, to be picked up in my next statement.

In my last statement, I noted uncertainty and distraction in the national policy space as secretaries of state kept changing. While progress in the policy space remains slow, we have some stability in key roles, with the Lord Chancellor and the Home Secretary remaining the same as July last year. I also noted in my last statement that there were six distinct learning points to come out of the SCRs. In late 2019, I was able to request all agencies to take stock of progress on these learning points. Agencies did this in SMB meeting in late 2019. The recommendations I made to the national team on SCRs are also being discussed. Overall, I was in favour of funding set aside nationally to maintain consistent high quality regardless of local financial pressures and a level of quality assurance established through independently monitored standards. I also suggested including additional out-of-area people, maintaining a register of them with a good orientation programme to support such individuals and ensuring that decisions to conduct SCRs and their quality are not affected by availability of local resources. I will continue to monitor progress on this.

Last year I reflected on systemic weaknesses in institutions, among them the religious institutions, both whilst individuals were in office and also as they were able to use symbols of office even when removed from office for criminal conduct. A recent report into the national church has highlighted some of these points. Last year I also heard concern from the Youth Team, especially about the rise in youth offending, especially in organised crime and its implications to crime in the pipeline. I hope to reflect on whether and what progress has been made in these areas in my next statement. Last year also saw disturbing incidences within those being managed under the Terrorism Act and I have used my position as Lay Advisor to provide feedback on recent reviews on MAPP arrangements in this area. With the Windrush Review, the Black Lives Matter protest, and public health inequalities highlighted by the pandemic, it is hoped that a culture of empathetic root cause analysis and better understanding & imagination in understanding the society as a whole will begin to emerge.

I have begun to contribute to how inclusion and diversity are viewed as part of national and local policy and strategy. I have recommended that diversity monitoring should include open questions that allow individuals to reflect on what factors they have found as greatest sources of discrimination/barriers to inclusion, rather than seeing the world simply through the prism of the protected characteristics, which are often not the greatest sources of discrimination in modern Britain. Secondly, compounding effects of multiple disadvantages can be disproportionate and significantly beyond the sum of individual disadvantages. Similarly, procedures, when designed with great specificity with only the mainstream in mind, and applied with mechanical equality to the diverse, can cause discrimination. I hope to reflect on progress made on these points in my next statement.

Through the year, I reflected on readiness of agencies, and especially MoJ agencies, to use technology effectively and safely to improve productivity and value of their work – a reflection that became all the more pertinent as the pandemic struck. I hope to reflect on how agencies are adapting to the “new norm” in my next statement. The quite separate point of “digital diversity and poverty” is also becoming prescient in the new norm. I highlighted emerging discrimination, including a “post code lottery” and different access to digital facilities based on a range of factors like one’s affluence, abilities, training, housing conditions, etc, in my advice to the DCMS Parliamentary Select Committee. We know that, among other things, these factors, and access to high quality education in one’s formative years, have historically affected not only people’s attainment but also their judgement and prospect of being trapped in chronic cycle of crime and incarceration. I shall endeavour to monitor, and urge my multi-agency colleagues to monitor, the effect of digital poverty and associated educational poverty, especially in pandemic conditions, on both people’s attainment in life and probability of ending in chronic cycle of crime and incarceration.

In January, I had opportunity to lead a session at the Lay Advisors' National Conference. I reflected on observations through my first term and welcomed fellow LAs to discuss specific themes in smaller breakout teams. The insight was fascinating and I was also gratified to learn – both directly from the delegates and as aggregated feedback from the national team that the delegates found the session very helpful. As I enjoyed my day in picturesque surroundings of Newbold Revel - where our prison officers are put through their paces, I thought about what prison does to relatively young, often vulnerable, but often also quite dangerous prisoners. The pandemic has exposed other inequalities, notably how quality of life and potential personal attainment is affected by where people live/are placed/are incarcerated. I hope to continue to develop my understanding in this area moving forward.

As I progress through my second term, I have begun to remind colleagues of need for succession planning, resilience building and well-managed handovers. I hope, notwithstanding uncertainties and undulations of the pandemic, I shall have updates on this in a year's time.

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**National  
Probation  
Service**

