

Meeting: Safer Communities Executive Board

Date: 4 November 2010

Report Title: Towards Integrated Offender Management

Report of: Claire Kowalska, Community Safety Strategic Manager in collaboration with Probation and Haringey Drug and Alcohol Action Team (DAAT)

1. Purpose of the report (That is, the decision required)

To seek endorsement for the establishment of a strategic Integrated Offender Management (IOM) Partnership Group in Haringey to undertake the work described under 7.2

N.B. We appreciate that many decisions about structures and resources have yet to be confirmed but suggest that discussions should begin now in order for Haringey to be best placed to respond to the forthcoming announcements.

2. Recommendations

That SCEB endorse and support the moves towards integrating and co-ordinating offender support and management in the borough

3. Chief Financial Officer Comments

The CSR had not been published at the time of writing. Neither the level nor final distribution of resources is currently known

4. Head of Legal Services Comments

There are no areas of obvious concern from a legal perspective

5. Local Government (Access to Information) Act 1985

- 5.1. Background papers are as follows:
- Cutting Crime: Home Office Strategy 2008-2011
 - Safer for All Strategy 2008-2011
 - National Drug Strategy 2008-2011
 - Sustainable Community Strategy

6. Background

- 6.1 Reducing re-offending is a stated priority in the Safer for All Strategy 2008-2011 which contributes to the Sustainable Communities Strategy and in turn strongly responds to residents' concerns. Reducing re-offending came to the fore as a priority under the Labour Government and remains high on the

agenda under the Coalition. A Green Paper on Rehabilitation is expected in the Autumn/Winter.

- 6.2 Since April 2010, Community Safety Partnerships have a duty to reduce re-offending and are required to pull together a strategy. This will be driven less by national guidance and targets and more by local conditions and the imperative for efficiency.
- 6.3 *Reducing Re-offending through Skills and Employment*¹ estimated that around 60% of released prisoners were convicted of another crime within two years. Of these, 50% re-offend within the first 4 months and over 80% within 12 months. The National Audit Office now estimates the total public cost of re-offending to be £10billion.
- 6.4 A number of schemes and approaches currently exist which touch at the margins but are not aligned or integrated in Haringey. These include the work of Probation (statutory offenders), Community Safety Team (non-statutory), Drug Intervention Project (DIP), Prolific and Priority Offenders, Youth Offending Service (YOS), Prisons (Resettlement Officers), Multi-agency Public Protection Arrangements (high risk offenders), MARAC (domestic violence victims and perpetrators), public health services and voluntary agencies.
- 6.5 The National Offender Management Service (NOMS) is in the process of consulting boroughs ahead of their forthcoming interventions strategy. Lessons are also now available from a range of local innovative practice and from pilot schemes such as 'Diamond Initiatives' and 'Total Place' exercises.
- 6.6 Modern academic writing on desistance from crime has increased substantially over the past few years inspired by authors such as Shadd Maruna (Queen's University, Belfast) and Fergus McNeill (University of Glasgow). Their research confirms the need for us to better understand the processes of change and the timing of interventions and support. It calls primarily for the return to person-centred, offender-led approaches based on a robust case work model and set against a holistic and integrated strategy.

7. Rational for an IOM approach

- 7.1 An IOM approach can pull together the learning and experience across the board. This report has borrowed from the work of consultant Mike Bland who has undertaken a comprehensive piece of work for the London Borough of Hammersmith & Fulham. He states that IOM is about effective throughcare with a view to managing offenders across and out of their criminal career. It is about 'doing core business differently'.
- 7.2 The expected benefits of co-ordinating these strands include the following:
- Improved data, intelligence and analysis sharing
 - Sharing of existing and best practice
 - Development of a collaborative strategy with joint ownership and clarity of purpose
 - Streamlined processes

¹ Joint publication of the Home Office, DWP and Dept. for Education and Skills. 2005

- Maximum use of resources with joint commissioning and reduced duplication
- Development of local success measures and evaluation
- Smoother transition between young and adult offenders
- Provision of a forum for a co-ordinated response to new policies and developments

8. Recommendation

- 8.1 It is recommended that Haringey should proceed with bringing the relevant parties together by December to start working on an IOM approach, jointly consider new policies and agree on a timetable for strategy development.
- 8.2 Membership should reflect the groups identified under 6.4 with representation from the police and higher education. The Chair should initially be held by the Assistant Chief Officer, Probation with the Haringey remit. The group will agree on working practices and terms of reference in due course.