

Actions/Interventions	Milestones	Due date	Lead	Strategic links	Comments RAG status
<b>Outcome 4: Reduce re-offending through an Integrated Offender Management approach (inc. transitional age group)</b>					
<b>Key Targets:</b>					
<ul style="list-style-type: none"> <li>• Increase the number of cases in the IOM cohort from 70 to 310 over four years</li> <li>• Reduce re-offending rate for the IOM cohort by 40% over four years</li> <li>• Reduce the number of females re- entering custody by 20% over four years</li> <li>• Reduce offending by 41% of DIP Clients in the IOM cohort ( based on number of arrests and convictions of those engaging with CJIT after positive drug test)</li> <li>• Successful Drug Completions – Opiates to 9% – 15% over four years</li> <li>• Successful Drug Completions - Non Opiates to 46% - 53% over four years</li> </ul>					
4.1 Establish a co-located and Integrated Offender Management (IOM) Team to reduce reoffending	Develop role of Offender Management Board to provide Strategic Governance and enhanced performance monitoring role	June 14	IOM Strategic Lead IOM Operational Manager	Policing Plan Priorities	Complete – OM Board in place with agreed TOR and schedule of meetings.
	Agree locally derived Offender Management OM Cohort definition and formal assessment process	June 14	IOM Strategic Lead	MOPAC Offender Management Strategy Youth Offending Strategy	Definition drafted in line with London IOM Framework and used in 6 weekly IOM Panel.
	Refresh Operating procedures and processes and publish as updateable appendices to the framework	Jan 15	IOM Strategic Lead IOM Operational Manager	Adult and Youth Treatment Plans and DAAT Commissioning	Offender referral pathway and operating procedures have been developed but need formal recording as process maps
	Publish an Offender Management Strategy	Jan 15	IOM Strategic Lead IOM Operational Manager	Community Safety Strategy	The London IOM Strategy has now been published. The Haringey Strategy is in the process of being drafted for consultation.
	Develop evaluation and monitoring for Offender Management Interventions including a journey mapping process for offenders.	Sept 14	IOM Strategic Lead IOM Operational Manager		Journey mapping best practice received via home office. Monitoring process are in place in for interventions enabling analysis. Journey mapping is outstanding.
	Formalise a position with Housing regarding emergency and temporary accommodation	Sept 14	IOM Strategic Lead IOM Operational Manager		The local procedures have been refreshed and are operating well. However access to suitable accommodation remains a key issue.
	Develop liaison with the court services to improve procedures for OM and Gang related cases with a view to implementing a standalone Offender Management Court.	Sept 14	IOM Operational Manager		The issue has been raised during a recent liaison meeting but requires a formal approach to the courts to progress.

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	Investigate the potential to implement a restorative justice programme into the OM process	Sept 14	IOM Operational Manager		In place with first IOM Offender in progress
	Work with partners in economic development and the voluntary sector to improve job readiness and access to apprenticeships and work for the offender management cohort	March 15	IOM Strategic Lead IOM Operational Manager		Close working links are in place with DWP and local providers with some success. Additional work is required to link this into the broader strategic economic development.
	Develop links with key commissioners, health, employment etc to address the identified offender needs to inform future commissioning.	March 15	IOM Strategic Lead IOM Operational Manager		The Offender Management Board has engaged the key commissioners and will inform future analysis and commissioning processes.
4.2 Extend the OM Cohort to 310 cases by 2017	Extend the number of female offenders on the IOM cohort to reduce the number of females re-entering the criminal justice system by 20% by 2017	Sept 14	IOM Strategic Lead	Policing Plan Priorities Community Safety Strategy	The cohort now contains female offenders and the additional resource provided by NPS will release capacity to extend the cohort.
	Increase number of statutory and non statutory offender cohort to 250 cases by April 2015.	April 15	IOM Operational Manager IOM Police Officer	MOPAC Offender Management Strategy Youth Offending Strategy	The IOM multi-agency unit has dealt with 136 cases in Q1 of 2014/5, and is predicted to exceed the end of year target of 250 cases,
	Develop links and operating procedures with Holloway Prison Link Officer to enhance the management of female offenders.	April 15	IOM Strategic Lead	Adult and Youth Treatment Plans and DAAT Commissioning Safeguarding Strategies	An IOM officer is now in place in Holloway but not dedicated to Haringey. As we increase the female cohort formal agreement will be sought.
	Formalise the process for wild card referrals from non criminal justice agencies and raise awareness of the potential support available.	Sept 14	IOM Strategic Lead		The process has been formalised with a clear definition of relevant criteria but requires awareness raising.
	Align youth reoffending work and practices with the new offender management model and formalise referral processes with Youth Offending Service for non-engaging young offenders	Sept 14	IOM Strategic Lead YOS Manager (Andrea Crosby-Josephs)		Formal process in place for referral from YOS Risk management Group.
4.3 Develop a single case management system for all Offenders	Improve intelligence sharing between agencies	March 15	All Partners	Corporate Plan Community Safety Strategy	Intelligence is shared through daily briefings and the multi agency meeting structures.
	Formalise refreshed Information sharing protocol with CSP partner agencies.	Sept 14	All Partners	Policing Plan priorities Youth Offending Strategy	The existing CSP information sharing protocol is in place but requires review to ensure all relevant parties and issues are fully covered.

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	Investigate provision of a single IT based case management system for all agencies	March 15	IOM Strategic Lead IOM Operational Manager	Adult and Youth Treatment Plans and DAAT Commissioning	The Met Police have dictated that there will be no investment in new systems until the current pilot studies have reported.
4.4 To embed the Adult and Youth Drug and Alcohol Treatment Services and implement custodial processes to maximise drug treatment and interventions	Develop a co-ordinated front-end of DIP service by ensuring testing on arrest rates are increased	Sept 14	Sarah Hart IOM Strategic Lead	Community Safety Strategy  MOPAC Offender Management Strategy	Testing rates in custody are now consistently above target with high level of positive tests indicating correct targeting.
	Increase the number of DRR orders and successful completions	Sept 14	IOM Strategic Lead IOM Operational Manager	Management Strategy  Youth offending Strategy	Full assessment of system completed resulting in DRR's exceeding target.
	Increase the number of ROB's issued through the Courts in order to increase the number of DRR Community Orders	Sept 14	IOM Strategic Lead IOM Operational Manager	Adult and Youth Treatment Plans and DAAT Commissioning	DIP Court worker in place and review of system resulted in ROB's exceeding target
	Ensure DIP meets targets for reducing drug related re-offending	April 2015	Sarah Hart	Policing Plan priorities	This is now recorded as part of the IOM monitoring and will be available at Q2.
	Integration of Drug Intervention Programme within the wider Offender Management Team and ownership of reducing drug/alcohol related reoffending by whole treatment system (providers)	April 2015	Sarah Hart		DIP Co-located with OM Unit with daily liaison and information exchange. DIP Operational meeting in place and attendance at all multi agency case management meetings.
	Running training and best practice workshops for substance misuse services and CYPS , ensuring robust referral pathways are in place from CYPS to substance misuse services	April 2015	Sarah Hart		Training and Best Practice Workshops are in place and in process of being rolled out.
	Embed alcohol treatment provision to ensure greater emphasis on recovery model and early help in particular to increase delivery of alcohol screening in police custody suites	April 2015	Sarah Hart		Commissioned as part of the Blenheim CDP Umbrella provision and exceeding targets
	Ensure all staff complete Treatment Outcomes Profile (TOPS) to monitor reduction in drug use and treatment outcomes.	June 14	Sarah Hart		TOPS now carried out for all service users within Blenheim CDP systems.
	Develop processes to improve referral to SMO provision to maximise available accommodation	June 14	IOM Operational Manager Sarah Hart		Regular liaison meetings held with SMO partners to improve the referral and move on process to maximise occupancy
	Agree employment pathways for those with substance misuse problems with job Centre plus and work programme	March 15	Sarah Hart Joe Benmore		Job centre link in place but service and delivery requires development.

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	Commission drug intervention to cover alcohol, cannabis and "club drugs"	March 15	Sarah Hart		Commissioned as part of the Blenheim CDP Umbrella provision
4.5 Address equalities issues through an impact assessment	Complete a full Equalities Impact Assessment for the Offender Management Unit	April 2015	Gareth Llywelyn-Roberts	Corporate Plan Equalities and Diversity Strategy	Initial EIA Assessment complete. Identified need for full EIA which will be complete by target date.
4.6 Implement a Training and Awareness Programme	Deliver a programme of internal inter agency training and awareness for the agencies involved in the Offender Management Programme	March 15	IOM Strategic Lead IOM Operational Manager	Community Safety Strategy	Ongoing development of training and inter agency awareness building
	Implement a Safeguarding Training and Awareness programme for the agencies involved in Offender Management	Sept 14	IOM Strategic Lead IOM Operational Manager	Links to Policing Plan priorities Links to Safeguarding Strategy	Available through Corporate training programme but not consistently accessed to date.
	Implement a Domestic Violence Training and Awareness programme for the agencies involved in Offender Management	Sept 14	IOM Strategic Lead DV Strategic and Operational Leads		Training commissioned and 4 courses completed. Awaiting additional courses for IOPM staff
	Implement a Prevent Training and awareness programme	Sept 14	IOM Strategic Lead Prevent Co-ordinator		Training programmed for 30/07/14
4.7 Develop a holistic family approach with the OM cohort	Develop links and information sharing with CAF and Families First to ensure a joint approach to wider family interventions.	March 15	IOM Strategic Lead IOM Operational Manager	Links to Corporate Plan Links to Children and Young People Strategy Link to Community Safety Strategy	Information sharing and liaison is weak with limited exchange of information and understanding of processes is weak and requires targeted development.
4.8 Embed the newly commissioned mental health service to meet the mental health needs of the cohort	Develop liaison and information sharing with prison based mental health service	Sept 14	IOM Strategic Lead BEH Forensic Mental Health Lead	Links to Corporate Plan Links to Adult Safeguarding/Mental Health Strategy	Link has been formed through the Probation mental health worker but formal links require further development to enable us to track and monitor service users.
	Develop liaison and information sharing with custody based mental health service	Sept 14	IOM Strategic Lead BEH Forensic Mental Health Lead + MPS	Links to Young Peoples Mental Health Strategy Link to Community Safety Strategy	Custody mental health workers in custody suite for all core hours with local liaison.
	Develop liaison and information sharing protocols with mental health services in the community to ensure appropriate case management of offenders	March 15	AD Public Health (T Djuretic) BEH Forensic Mental Health Lead	Links to Policing Plan priorities	Fully in place through the dedicated mental health services commissioned through Probation who provides in house and court services.
	Develop standardised referral process with community based mental health services	Sept 14	IOM Strategic Lead AD Public Health (T Djuretic) BEH Forensic Mental Health Lead		Commissioned mental health worker in place providing assessment, support and referral for offenders

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4.9 Transforming Rehabilitation	Monitor the impact of the Transforming Rehabilitation and transfer to Community Rehabilitation Companies (CRC) and OM Provision	Oct 14	IOM Strategic Lead IOM Operational Manager	Link to Community Safety Strategy	Ongoing monitoring in place. Agreement on NSP/CRC management of offenders in place.
	Develop links with new Asst. Chief Officer and CRC Management Team to support OM process	June 14	IOM Strategic Lead IOM Operational Manager CRC Manager (D. Charlton)	Links to National Offender Management Strategy	CRC and NPS ACO's are both engaged in the OM Board and CSP