

**Appendix 4 - Reduce re-offending through an Integrated Offender Management approach (Community Safety Strategy 16/17 - Outcome 4)**

| Actions/Interventions  | Milestones  | Due date: | Lead  | Strategic links  | Comments<br>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 (by March 2017)</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> </ul> |   |           |   |  |  |
| 4.1 Develop delivery process for the Integrated Offender Management (IOM) Team to reduce reoffending   | Maintain an annual program of Offender Management Board meetings to provide Strategic Governance and enhanced performance monitoring  | Q1– Q4    | IOM Strategic Lead<br>IOM Operational Manager | Policing Plan Priorities<br><br>MOPAC Offender Management Strategy<br><br>Youth Offending Strategy<br><br>Adult and Youth Treatment Plans and DAAT Commissioning | <b>Amber Green</b><br>Due to changes in staff during Q1 and Q2 and the appointment of a new IOM Strategic Lead in July 16 the OMB implementation remains outstanding and will be implemented by the end of Q3  |
|  | Maintain an annual program of multi agency IOM Operational Management Meetings to provide Operational Governance and pro-active case management   | Q1-Q4     | IOM Strategic Lead<br>IOM Operational Manager | Community Safety Strategy  | <b>Green</b><br>IOM Operational meetings continue to be held on a bi weekly basis and notwithstanding some of the issues around the implementation of the cohort model in the CRC they continue to be well attended by the partnerships                                |
|  | Develop the Offender Management process to ensure the new Community Rehabilitation Companies (CRC) cohort model is mainstreamed into the IOM delivery process including Penrose provision.  | Q1-Q4     | IOM Strategic Lead<br>IOM Operational Manager |  | <b>Amber Red</b><br>There have been ongoing issues with regards to mainstreaming IOM delivery alongside the CRC cohort model which has impacted upon the core delivery processes especially in relation to co-location. Work is underway with the CRC to resolve this. |
|  | Ensure full engagement with the MOPAC funded Gripping the Offender North London Pilot to deliver end to end offender management with a focus on ensuring delivery of the enhanced service to the Women and Young Adult Male priority cohorts. | Q1-Q2     | IOM Strategic Lead<br>IOM Operational Manager |  | <b>Green</b><br>The IOM has developed strong working links with the MOPAC GTO Pilot. All pilot delivery  |

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|   |  |           |   |   | <p>phases are on track and the MOPAC GTO coordinato, PSR writer and mental health worker regulary attend IOM operational meetings</p>   |
|   | Develop improved evaluation and monitoring for Offender Management Interventions including the use and development of the ID-IOM system.                           | Q1        | IOM Strategic Lead<br>IOM Operational Manager |   | <p><b>Amber Green</b><br/>This has not been fully achieved yet and is delayed as ID-IOM has not been fully aligned to support IOM evaluation and monitoring processes. However, the development of ID-IOM is underway.</p>  |
|   | Implement the new Offender Rehabilitation Act requirements for offenders including development of the offender management process and targeted licence conditions. | Q2        | IOM Operational Manager                       |   | <p><b>Green</b><br/>This has been fully achieved and alongside the GTO pilot is delivering targeted and enhanced interventions for IOM Offenders</p>  |
| 4.2 Delivery of Core MOPAC Local Crime Reduction Fund Targets | 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                     | Q4        | IOM Strategic Lead                            | Policing Plan Priorities<br>Community Safety Strategy | <p><b>Amber Red</b><br/>The number of females on the IOM cohort is low around 7% when compared with the number of male nominals. However with the introduction of the GTO pilot we have seen the number of female nominals increase in terms of enhanced offender management interventions</p>                    |
|   | Increase number of statutory and non statutory offender cohort to 310 cases by April 2017.   | April 16  | IOM Operational Manager<br>IOM Police Officer |   | <p><b>Green</b><br/>Due to the recent Transforming Rehabilitation across the National Probation Service and the mobilisation of the CRC in 2014/15 we are no longer able to work with non-statutory offenders Notwithstanding this we are on target to exceed the Statutory cohort to 310 cases by April 2017</p> |

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|   | Refresh Operating procedures and processes and publish as updateable appendices to the framework   | Q2        | IOM Strategic Lead<br>IOM Operational Manager         |   | <b>Green</b><br>The Pan-London IOM Operating manual has been published   |
| 4.3 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 and target IOM and GTO Offenders   | Q2        | Sarah Hart<br>IOM Strategic Lead                      | Community Safety Strategy<br><br>Youth offending Strategy<br><br>Adult and Youth Treatment Plans and DAAT Commissioning<br><br>Policing Plan priorities | <b>Green</b><br>Police have increasing numbers of test completed and outstanding performance from police on testing trigger offences (only 27% excluded)   |
|   | Increase the number of DRR orders and successful completions   | Q4        | IOM Strategic Lead<br>IOM Operational Manager         |   | <b>Green</b><br>Target for 2015 not achieved for orders made, issue is at court where orders are being suggested by drugs workers but not being made   |
|   | Ensure DIP meets targets for reducing drug related re-offending  | Q4        | Sarah Hart  |   | <b>Green</b><br>This has been achieved throughout Q1 and Q2 although the rate remains consistent with previous performance at around 47% in terms of overall reduction in drug related offending |
|   | 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 | Q4        | Sarah Hart  |   | <b>Amber Green</b><br>Not a priority so far this year due to a full workload but this will be revisited in Q4  |
| 4.4 Implement a Restorative Justice Provision for IOM and priority Offenders  | Develop the process and procedures for full implementation of the Restorative Justice offer in Pentonville Prison.   | Q1        | IOM Strategic Lead<br>Pentonville Offender Management | Community Safety Strategy   | <b>Green</b><br>The RJ process is now fully operational and is led by the IOM funded Prison Link worker based at Pentonville Prison  |
|   | RJ offered to all offenders and victims as standard practice across IOM/Gangs partnership. Evaluate and seek continuation funding  | Q2 – Q3   | IOM Strategic Lead<br>Pentonville Offender Management |   | <b>Green</b><br>The RJ service has been offered to IOM nominal's although the evaluation is ongoing and will be reported at a later date   |
| 4.5 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   | Q4        | IOM Strategic Lead<br>IOM Operational Manager         | Community Safety Strategy   | <b>Green</b><br>The IOM team have been delivering training and briefings to staff across   |

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|  |   |           |   |   | the partnerships and are due to attend both Highbury Corner and Wood Green Crown Court to deliver briefings to National Probation Service court report writers to support appropriate sentencing outcomes for IOM nominals |
| 4.6 Develop a holistic family approach with the OM cohort          | Develop links and information sharing with CYPS and Families First to ensure a joint approach to wider family and early intervention.             | Q1 – Q2   | IOM Strategic Lead<br>IOM Operational Manager         | Links to Corporate Plan<br>Links to Children and Young People Strategy                          | <b>Amber Green</b><br>This is an ongoing piece of work as there have been changes in leadership in both the IOM and CYPS early intervention services. However we are hoping to develop this further by the end of Q3       |
| 4.7 Develop the links with Community Based mental Health Services. | Develop liaison and information sharing protocols with mental health services in the community to ensure appropriate case management of offenders | Q4        | IOM Strategic Lead<br>BEH Forensic Mental Health Lead | Community Safety Strategy<br>Links to mental health Strategy<br>Links to Public Health Strategy | <b>Red</b><br>We have established links into mental health services although Information Sharing protocols are still outstanding. This remains a challenge   |

#### Background note

The key issues of concern have centred on the ongoing the impact of the recent CRC Offender Management operational changes following the mobilisation of the Cohort model in December 2015 as well as the implementation of the MOPAC Gripping The Offender Pilot in early 2016.