

Reducing Reoffending Strategy 2016-2020

Document Control

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1. Foreword

Thank you for reading the Reducing Reoffending Strategy for improving community safety in the London Borough of Havering.

This Reducing Reoffending Strategy is produced by Havering Council on behalf of the Havering Community Safety Partnership. It sets out the plans and actions that the partnership aspires to as a result of this year's Strategic Assessment, which is an analysis of the crime and disorder trends in Havering over the last twelve months.

The Council's local intelligence shows that crime, disorder and fear of crime rank very highly in a list of public concerns amongst Havering residents and amongst the wider community that works in and visits the borough. This plan is the result of the focused analysis of the annual strategic assessment process, and sets out actions for the various partnership groups who are charged with bringing this plan to fruition.

Every year we face tough challenges in improving community safety but the economic climate in recent years has made this more difficult so it is important that we demonstrate to you that the work we do both makes a difference and represents good value.

Whilst the long term has seen reductions in recorded crime in the London Borough of Havering, the cost of crime to victims and communities is still unacceptable. This strategy focuses on how collaborative working can be enhanced, thereby ensuring we each target our finite resources to their maximum affect. The Havering Community Safety Partnership recognises that further reductions in crime can only be achieved via integrating our work to manage offenders in a way which gives them the best opportunity to abandon criminality and help their communities by leading law abiding lives.

Overall, Havering is one of the safest boroughs in London. This plan represents our commitment to ensuring that Havering remains a safe place in which to live, work or visit.

The Community Safety Partnership welcomes the ambitions of the new Mayor to bring us further powers in respect of probation and courts, so that there is a more joined up role across the justice system in cutting reoffending. Additionally, the Home Office Modern Crime Prevention Strategy published in March 2016 identified key national priorities in ensuring the effectiveness of the Criminal Justice System and tackling key drivers of acquisitive crime (drugs) and violence (alcohol) that contribute to reoffending.

We look forward to working in conjunction with the Mayor's Office for Policing and Crime to ensure these areas are delivered.

Andrew Blake Herbert
Chief Executive
London Borough of Havering
Chair of the HCSP

Jason Gwillim
Borough Commander
Havering Police
Vice Chair of the HCSP

2. Executive summary

It is estimated that approximately half of all crime committed is perpetrated by those who have already passed through the criminal justice system, whilst the National Audit Office's¹ conservative estimate of the annual cost of reoffending to society in England and Wales is between £7.4 billion to £10.7 billion. Despite significant government spending on offender management, there has been limited change in reconviction rates with almost half of those released from prison going on to reoffend again within 12 months.

The London Borough of Havering is committed to supporting those who want take a positive path in life, regardless of their previous history. In order to support them we have to be able to ensure that basic human needs are being met, which focus on food, shelter and finances. The Adult Offender Profile for Havering identified that the key areas of need identified by assessments of offenders residing in Havering were accommodation, alcohol and drugs, education, training and employment (ETE) and finances.

Havering has aligned its aims with those set out by the Ministry of Justice's successive consultations on reoffending and rehabilitation (Breaking the Cycle 2010, Punishment and Reform 2012 and Transforming Rehabilitation 2013), and the National Offender Management Service (NOMS) priorities, which are to support the justice system and prevent victimisation through reducing reoffending.

It is important to note that, whilst offender management is core business of the National Probation Service (NPS), Community Rehabilitation Company (CRC) and the Secure Estate, achieving reductions in reoffending with the most prolific and persistent offenders requires the cooperation of a variety of agencies in order to address the many challenges that these offenders face. The aims of this strategy are to:

- Develop and drive a consistent approach across agencies to information sharing and assessment and management of offenders in Havering. The outcome is improved efficiency by joining up the way local areas respond to offending.
- Support a consistent approach to recognising and commissioning what works in supporting the criminogenic needs of offenders, rehabilitation and reform, the outcome being to prevent reoffending.
- Support a targeted enforcement approach which should aim to deliver swift and sure justice to the most harmful offenders who are unwilling to engage and who show no signs of motivation to change.

These objectives can be broadly summarised as

- Information and intelligence development
- Supporting offenders (rehabilitation and reform)
- Enforcement and compliance (tough and effective punishment, payback and protecting the public)

The key performance measures will be a reduction in reoffending; particularly drug and alcohol related offending. Achieving reductions in reoffending, with focus on drug and alcohol related offences, would result in fewer acquisitive crimes, fewer violent crimes and improved safety for residents in Havering.

¹ National Audit Office Transforming rehabilitation report April 28,2016

The Reducing Reoffending Strategy will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model (attached as Appendix D).

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3. Introduction

Background

In the last financial year, the Metropolitan Police in Havering recorded 16,837 offences, with an estimated socio-economic cost equating to £104,000,000². Crime in Havering is in line with the national average. Although crime has fallen during the long term, reductions have been behind regional and national averages. Similar trends have been observed across outer London boroughs.

Of the 16,837 recorded crimes that took place, a significant majority (13,791) went unsolved³. Of the 3,046 resolved cases, approximately 1,800 individuals went on to be accused at court in Havering. From here around 1 in 3 of those accused will go on to be assessed by the National Probation Service, whilst others may be dealt with by way of other outcomes such as formal and informal out-of-court outcomes which might not require an offender to engage with offender management services. It is important to note going forward that the number of offenders required to engage with offender and rehabilitation managers (NPS and CRC) is expected to increase dramatically following the introduction of Post Sentence Supervision (PSS) orders. This is where anyone who has received a custodial sentence of over two days will go on to report for 12 months on Probation⁴.

An Adult Offender Profile was completed for Havering in 2015, which is a key supporting document in the development of the Reducing Reoffending Strategy. Outlined below are some of the key findings, broken into categories which reflect the new probation cohort model:

Offender Statistics (raw data)⁵

Category	Havering	London
Gender	85.1% of offenders were male and 14.9% of offenders were female	Highest proportion of female offenders in London
	Over 90% of nominals who test positive for drugs are white males	Higher than average, this is reflective of demographic breakdown – Havering is one of the least ethnically diverse boroughs
Age	64% of offenders are aged between 26-49 years old	Comparable to the London average
	19% of offenders in Havering are 21-25	2 nd highest proportion of 21-25

² Revisions made to the multipliers and unit costs of crime used in the Integrated Offender Management Value for Money Toolkit, September 2011
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/97813/IOM-phase2-costs-multipliers.pdf

³ Nationally, 26% of crimes result in a sanctioned detection <https://www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator/> with the Metropolitan Police recording amongst the lowest rates nationally, 18.8% in 2015-16, see <http://maps.met.police.uk/tables.htm> for monthly data on offences and detections by borough.

⁴ See Appendix B, Transforming Rehabilitation, Ministry of Justice (2013) for further details

⁵ Data retrieved from the 2015 Adult Offender Profile for Havering, based on raw data from Metropolitan Police crime records and drug test database, assessment data for National Probation Service and Community Rehabilitation Company

	years old	year old offenders (London average is 16%)
Offences	Violence against the Person is the offence category with the highest volume of offenders (32.2%)	Comparable to London average (30.6%)
	Summary motoring offences were significantly higher than the regional average. Burglary and criminal damage were proportionately higher than the regional average.	Higher than the regional average
	Almost 1 in 5 known offenders who committed offences in Havering resided in Barking & Dagenham, whilst a third of all offences with a known suspect were committed by those who live outside Havering.	11 th highest proportion of offences caused by non-borough residents, of all London boroughs
	The number of missed appointments was associated with reoffending. Of those who missed two or more appointments (with their offender manager) in the first month after their sentence started, 42% reoffended compared with 24% who missed no appointments	Regional perspective for London (Ministry of Justice Probation study).
Drugs	27.1% of offenders tested positive for cocaine	2 nd highest proportion of positive tests for cocaine in London (second to Bexley at 28.4% with Bromley 3 rd with 26.6%)
	27.3% of burglars tested positive for cocaine	Highest percentage of burglars testing positive for cocaine (78% higher than the regional average of 15.3%)
	High proportion of offenders who test positive for dual cocaine and opiate use	5 th highest proportion of dual cocaine and opiate use
	Drugs supply offences - 42.3% of offenders are under the age of 24.	2 nd highest proportion under the age of 24 (second to Waltham Forest)
	Note: Over 70% of all those drug tested in Havering were local residents.	Comparable to London average

Purpose and scope

It is estimated that approximately half of all crime committed is perpetrated by those who have already passed through the criminal justice system⁶. The National Audit Office's

⁶ <https://www.gov.uk/government/publications/2010-to-2015-government-policy-reoffending-and-rehabilitation/2010-to-2015-government-policy-reoffending-and-rehabilitation> Accessed 13.09.2016

conservative estimate of the annual cost of reoffending to society in England and Wales is between £7.4 billion to £10.7 billion⁷ - this includes estimated reconviction costs per individual of up to £65,000, followed by up to £37,500 per year in prison⁸. Despite significant government spending on offender management, there has been limited change in reconviction rates with almost half of those released from prison going on to reoffend again within 12 months.

Nationally, the reducing reoffending agenda is led by the Ministry of Justice, who have set out to reform approaches to create a tough but intelligent criminal justice system that punishes people appropriately, but also supports them so as not to commit crime in the future. Key actions which have been set over the previous five years have included payment by results approaches to rehabilitation, effective community based punishments and wider use of tagging, meaningful and viable work and training, preventing drug abuse, integrated offender management and resettling offenders in communities. On behalf of victims, restorative justice has become more established.

A series of consultations underpinning these actions have been carried out successively since December 2010, beginning with the publication of 'Breaking the Cycle', identifying the priorities of setting an intelligent sentencing framework, effective rehabilitation and breaking the cycle of crime and prison. In March 2012, 'Punishment and Reform: effective probation services' consultation set out the proposals for radical reforms to the way in which sentences would be served. This set out objectives in respect of tough and effective punishments, reparation and restoration and rehabilitation and reform. These were followed by a series of transforming rehabilitation consultation, culminating in the 'Transforming Rehabilitation: A Strategy for Reform' in May 2013.

Havering like many other London Boroughs has been undergoing major changes in relation to how it deals with criminal justice, particularly during the past 12 months as a result of major changes to how many offenders are managed within the community. One of the most challenging aspects of managing ex-offenders and those living in the community is the level of service at our disposal with which to support offenders in addressing their 'criminogenic needs', with human and financial resources being scaled back and uncertainty surrounding external funding streams, such as the London Crime Prevention Fund.

To reduce reoffending, it is imperative that we look at the 'criminogenic needs' of the offender, to address the core root of their criminal behaviour, and progress their recovery back into the community. 'criminogenic needs' are:

- **Accommodation** – The lack of secure or appropriate accommodation can have a significant impact on an individual's likelihood of reoffending. A third of prisoners do not have settled accommodation outside of custody, despite data showing stable accommodation as being associated with reduced reoffending by more than a fifth. Having a clean, dry and safe place to sleep at night provides a solid base to start reintegrating back into society. For offender managers, knowing the location of where

⁷ <https://www.nao.org.uk/wp-content/uploads/2016/04/Transforming-rehabilitation-Summary.pdf> Accessed 13.09.2016

⁸ Social Exclusion Unit (July 2002), Reducing Reoffending by Ex-Prisoners, London Social Exclusion Unit

clients are living not only makes the borough safer, it provides the vital building blocks for a range of other support services and employment.

- **Education, training and employment** – Having a job can reduce the risk of reoffending. Teaching an individual the necessary skills to seek employment offers them an avenue away from reoffending. There is a strong correlation between offending, poor literacy, language and numeracy skills and low achievement. Many offenders have a poor experience of education and no experience of stable employment. Nationally⁹, it is estimated that over 50% of offenders have no educational qualifications, 20% have dyslexia and 30% have learning difficulties or disabilities¹⁰.
- **Finance (including benefits and debt)** – Around half of prisoners report a history of debt, which gets worse for about a third of prisoners when they are in custody. More than 80% of offenders claim benefits upon release. For many of our offenders, having the necessary finances to cover their living essentials or debt is an issue. Many have never received advice and support regarding financial management. This is advice readily available at no cost through the Citizens Advice Bureau or the government funded Money Advice Service. Ensuring clients have sufficient lawfully obtained income to live on is vital to their rehabilitation.
- **Relationships** – Maintaining strong relationships with families and children can play a major role in helping prisoners to make and sustain changes that help them to avoid reoffending. Custodial sentences add strain on family relationships.
- **Lifestyle** (the way in which a person lives) - Offenders are disproportionately more likely to suffer from physical or mental health problems than the general population. These are often undiagnosed and needs unmet.
- **Alcohol and Drugs** – Around two-thirds of prisoners use illegal drugs in the year prior to imprisonment. Intoxication by alcohol is linked to a significant proportion of crime, particularly crimes of violence (almost 50%), whilst drug misuse is linked to significant proportions of theft and acquisitive crimes, such as burglary, vehicle crime and shoplifting.
- **Attitudes, thinking and behaviour** – Offenders are more likely to have negative social attitudes and poor self-control. Successfully addressing their attitudes, thinking and behaviour may reduce reoffending.

The pathways are interdependent and successful rehabilitation is likely to require the provision of support along several, if not all of these pathways. Services must be integrated in order to ensure that individual specific needs are addressed effectively.

The London Borough of Havering is committed to supporting those who want to take a positive path in life, regardless of their previous history. In order to support them we have to be able to ensure that basic human needs are being met, which focus on food, shelter and finances. The Adult Offender Profile for Havering identified that the key areas of need identified by assessments of offenders residing in Havering were as follows:

- Accommodation
- Alcohol and Drugs
- Education, training and employment

⁹ CIVITAS Institute for the Study of Civil Society 2010 - FACTSHEET- Education in Prisons

¹⁰ Prison Reform Trust- No one knows publication.

- Finances

Vision

We believe that all adults have choices to make in life, and it is part of our role to work with partnerships and families to help ex-offenders choose a positive pathway.

We will continue to reduce risk and harm to local communities and maintain Havering's position as one of the safest boroughs in London. The Reducing Reoffending Group will make the most efficient use of resources through partnership working, sharing knowledge of what works, replicating good practice and being data driven and intelligence led in our approach with a managed and accountable delivery structure.

We will be focusing on the wider transformation of the offender rehabilitation system in England and Wales. We will be focussing our efforts to support a step change in the way we support and rehabilitate offenders. Specifically we are looking to ensure that all prisoners, regardless of the length of their sentence, start to prepare for their reintegration back into society from the day they are imprisoned. Primarily we want to make sure their time in prison is spent productively on activities, education, and health programmes that will help to reduce the chance of reoffending again on release.

Those offenders that cause greatest concern and risk of harm to the borough will be kept in scope through our risk management panels. Individuals who fail to comply and continue to engage in criminal activity will leave us no choice but to pursue all enforcement options at our disposal.

Aims and objectives

Havering has aligned its aims with those set out by the Ministry of Justice's successive consultations on reoffending and rehabilitation (Breaking the Cycle 2010, Punishment and Reform 2012 and Transforming Rehabilitation 2013), and the National Offender Management Service (NOMS) priorities, which are to support the justice system and prevent victimisation through reducing reoffending.

It is important to note that, whilst offender management is core business of the National Probation Service, CRC and the Secure Estate, achieving reductions in reoffending with the most prolific and persistent offenders requires the cooperation of a variety of agencies in order to address the many challenges that these offenders face. The aims of this strategy are to:

- Develop and drive a consistent approach across agencies to information sharing and assessment and management of offenders in Havering. The outcome is improved efficiency by joining up the way local areas respond to offending.
- Support a consistent approach to recognising and commissioning what works in supporting the criminogenic needs of offenders, rehabilitation and reform, the outcome being to prevent reoffending.

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- Information and intelligence development
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- Enforcement and compliance (tough and effective punishment, payback and protecting the public)

Service provision

The following services and groups are in place throughout Havering in order to manage offenders.

Community Rehabilitation Company (CRC) – The London CRC in Havering manages in the region of 400 offenders assessed by the National Probation Service as not presenting the highest risk of imminent harm. It is their role to ensure individual cases are managed by the appropriate organisation. Offenders are divided into four different cohorts which consist of the Male Team, Female Team, Custody Team and the Community Payback Team. The various cohorts allow for targeted interventions to be aimed at the individuals according to their needs. The CRC has a number of programmes to offer which include Building Better Relationships (BBR- programme for men who have been violent or abusive in their relationships), Drink Impaired Drivers (DID), RESOLVE (Group for impulsive and instrumental aggression in men), Steer Clear (fee-paying drink-drive programme, participants who complete it get a 25% reduction in their licence ban), Thinking Skills Programme (TSP - develop techniques to avoid crime in the future), Workwise (get offenders into work), Caring Dads (men who have physically or emotionally abused their children or their children's mother), EXIT Programme(three mandatory requirements including specialist Community Payback, supervision and a group work programme, accompanied by individual mentoring and access to social pathways), one-to-one programmes, Restorative Justice (Bringing victim and perpetrator together), Skills for life (help with literacy and numeracy) and Structured Supervision Programmes (which aim to change or 'reframe' the thoughts and attitudes and beliefs of offenders)

National Probation Service (NPS) – The NPS will be responsible for managing high risk of harm, Multi-Agency Public Protection Arrangements (MAPPA) (registered or eligible) and Foreign National offenders. The NPS currently deals with 320 Havering offenders (It is important to note that the NPS centre is a joint centre with neighbouring Barking & Dagenham and a total of 800 offenders are dealt with onsite in Romford). The NPS is responsible for Pre-Sentence Reports (PSRs), enforcement action when an offender does not comply with their order/ licence, assessing the offender's needs and signposting them to resettlement services which will assist them to prevent or reduce reoffending. The NPS is looking to start purchasing services from providers on a case by case basis, however it does offer the following already: An internal Community Sex Offender Group Programme, a seconded Personality Disorder specialist and link into specialist services for this group of

offenders, Victim Liaison Service, internal Housing advice worker (HAWK), Employment, Training and Education Advisor and they also provide access to the European Social Fund programme (Fund to increase labour market participation, promote social inclusion and develop the skills of the potential and existing workforce).

Integrated Offender Management (IOM) – Enforcement is carried out according to RAG status. Those who are on the RAG status of Red and are discussed at the main IOM Panel will have to attend regular probation appointments and will receive frequent visits to their home from the Police. Whereas those who are on the RAG status of Green have proven that they can engage with services and as a result will only receive occasional visits from the Police. Those offenders who find themselves in the Amber zone will be targeted heavily by intervention services. This is because they will either progress successfully into the Green cohort, in which case Police intervention will become lighter touch. Alternatively those offenders whom we suspect may still be involved in criminal activity will be targeted by the Police more frequently. Individuals who do not comply with their order or licence are arrested and taken back to court. There are between 75-80 IOM nominals on our list at any given time. Reintegration and resettlement plans are reviewed regularly and made specific to that individual, enabling efforts to specifically focus on the identified needs of the offender. IOM offenders are encouraged to take part in internal programmes provided by the CRC and NPS, however programmes delivered by partnership agencies such as the Department of Work and Pensions (DWP) and the Westminster Drugs Project (WDP) are frequently used too. Those who proactively engage with the service and have accommodation issues can access a Rent Deposit Scheme specifically for IOM clients; however funding is currently only available until 31st March 2017. Enforcement within IOM can be carried out with varying degrees, the most severe being in the form of arrest. Other forms of enforcement include breaching an individual for not adhering to their licence or order, regular and disruptive police and probation home visits, contacting offenders' employers (only done if necessary) drug testing, applying for curfews, changing licence conditions (has to be proportionate and appropriate) and the use of civil injunctions (i.e. criminal behaviour orders, protection notices, public space protection orders and dispersal powers).

Multi-Agency Public Protection Arrangement (MAPPA) – Enforcement is carried out according to MAPPA Categorisation. This is worked out according to the offence which has taken place and the risk of serious harm. Offenders are allocated a management category of Level 1, 2 or 3. All of the combined dictates how often the individual has to report to the police station, the number of police visits to be carried out to the offender's home and the regularity of probation appointments. If a MAPPA offender breaches their licence / order, this will result in an arrest and can lead to incarceration. (For more information on MAPPA please see Appendix C).

Drug Intervention Programme (DIP) – Offenders with substance misuse issues often receive a Drug Rehabilitation Requirement (DRR)/ Alcohol Treatment Requirement (ATR) from court instead of receiving a custodial sentence. As a result the offender has to engage with both probation services and treatment services. Failure to comply with this order results in the individual going back to court to be re-sentenced.

Serious Group Violence (SGV) – There are approximately 100 individuals (including gang members and associated offenders) being monitored by the Serious Group Violence panel,

however only 1 in 4 feature on the Police Trident Matrix (Metropolitan Police Gangs Matrix). Havering currently has a specialist commissioned gang mentoring service called Spark2Life who deliver one-to-one work with nominals identified through the Youth Offending Service and through the Serious Group Violence panel. Individuals are identified as being in a gang or at risk of being in a gang.

Enforcement is only used when all attempts to intervene have proved ineffective. Those who are over 18 will be pursued with all available options (similar to those in IOM), whereas it is recommended for those who are under 18 that suppression and enforcement should only be used to deal with those that are criminally active individuals who pose a risk to others and themselves, allowing the Police and the Youth Justice Board the opportunity to work together and decide on the best course of action for the young offender.

Measures of performance

The key performance measures will be a reduction in reoffending, particularly drug and alcohol related offending. Achieving reductions in reoffending, with focus on drug and alcohol related offences, would result in fewer acquisitive crimes, fewer violent crimes and improved safety for residents in Havering.

Funding

Funding will be met through internal resources. We will further seek to maximise work where possible through external funding bids.

Timescales

The Reducing Reoffending Strategy is to be delivered over a four-year period.

Related documents

Please refer to Appendix B for key documents list and how they relate to this strategy.

Consultation

All members of the Havering Community Safety Partnership have been consulted on the proposed strategy approach and action plan.

Further consultation was carried out with:

- National Probation Service
- Community Rehabilitation Company
- Police
- London Borough of Havering Council

Presented to Reducing Reoffending Group: 10th October 2016

Approved and accepted by Reducing Reoffending Group: 19th October 2016

Presented to the Havering Community Safety Partnership: 19th October 2016
Approved by the Havering Community Safety Partnership: 18th January 2017

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4. Authorisation and communication

The strategy will be authorised by the Havering Community Safety Partnership.

The stakeholders of this strategy are as follows:

- Barking & Dagenham, Havering and Redbridge NHS Trust
- Department for Work and Pensions
- Family Mosaic
- London Borough of Havering
- Metropolitan Police
- National Probation Service (NPS)
- Community Rehabilitation Company (CRC)
- Secure Estate
- Voluntary & Community Sector
- Westminster Drug Project

5. Implementation and Monitoring

The Reducing Reoffending Strategy will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. The Integrated Offender Management Panel (IOM), the Multi-Agency Public Protection Arrangements Panel (MAPPA), the Serious Group Violence (SGV) Panel, the Drug Intervention Programme (DIP) Panel and the Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference (ASBMARAC) are operational sub-groups, which are overseen by the Reducing Reoffending Group.

Governance and delivery

See Appendix 3: Governance and structure relating to the Reducing Reoffending Group and sub-groups.

Action plan

An Action Plan is included at the end of this strategy document.

Monitoring action and performance

Quarterly reports will be provided to the Havering Community Safety Partnership.

6. Evaluation and Review

The Reducing Reoffending Strategy and associated action plan will be delivered and monitored via the Reducing Reoffending Group, with accountability to the Havering Community Safety Partnership board on a quarterly basis.

A full in-depth evaluation and review will be completed in the final year of the strategy.

7. Further information

Please contact Diane Egan, Community Safety and Development Manager or Chris Stannett Integrated Offender Management & Serious Group Violence Lead.

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Appendix A – Equality Impact Assessments



Reducing
Reoffending Strategy

Appendix B – Useful reports

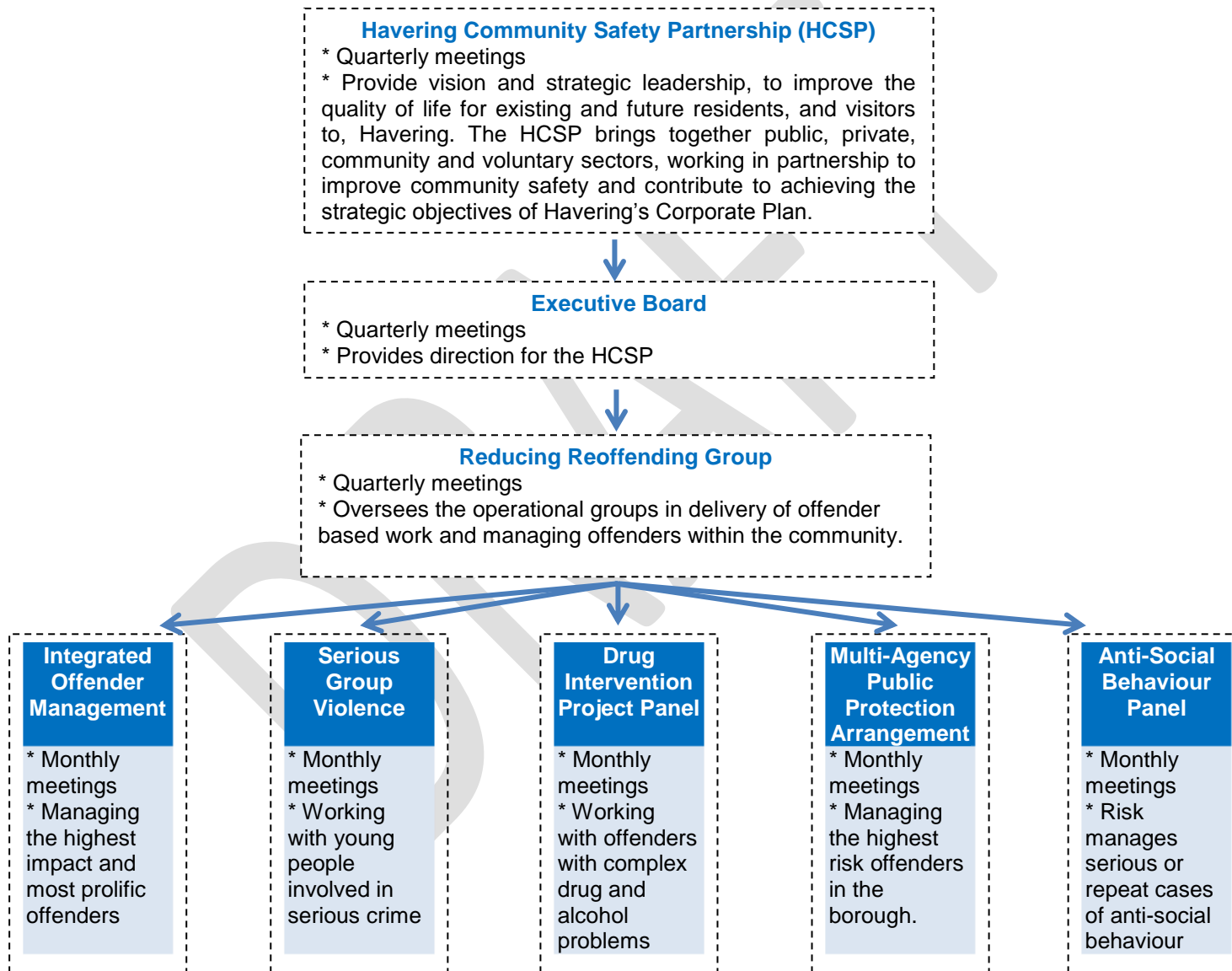
- [2010 to 2015 government policy: reoffending and rehabilitation, Home Office and Ministry of Justice \(2015\)](#)
- Adult Offender Profile, Community Safety (2015)
- [Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders, Ministry of Justice \(2010\)](#)
- [Modern Crime Prevention Strategy, Home Office \(2016\)](#)
- [Punishment and Reform: Effective Community Sentences, Ministry of Justice \(2012\)](#)
- [Reducing Reoffending in London, London Councils \(2014\)](#)
- Serious Group Violence Strategy, Community Safety Partnership (2014-2017)
- [Transforming Rehabilitation, a revolution in the way we manage offenders, Ministry of Justice \(2013\)](#)
- [Transforming Rehabilitation, a summary of evidence on reducing reoffending, Ministry of Justice \(2013\)](#)
- [Transforming Rehabilitation, a strategy for reform, Ministry of Justice \(2016\)](#)
- [Transforming Rehabilitation, Key Facts, Ministry of Justice \(2016\)](#)

Appendix C – Operational documents of note



Quick guide to
MAPPA.docx

Appendix D: Governance and structure relating to the Reducing Reoffending Group and sub-groups



Reducing Reoffending Strategy: Action plan

Strategy Objective	Project / Action	Outcomes	Timescale	Responsible Service / Lead Person	Progress to date
Information and intelligence development	Clear information sharing agreement for Reducing Reoffending Group and all sub groups 1. Review current agreement 2. Add/ remove members 3. Agree frequency of renewal	Free flowing information exchange between partnerships	March 2017	1. LBH Community Safety and Police 2. LBH Community Safety 3. Reducing Reoffending Group decision	
	Agreed Data Analysis 1. What offences will be monitored 2. What data needs to be collected 3. Agree which organisations need to provide data and single points of contact to liaise with 4. Frequency of the data sharing	Data available to inform the partnership on performance and monitoring of offending within the borough	March 2017	Decision to be made at the Reducing Reoffending Group meeting and action to be followed through by LBH Community Safety	
	Develop a sub group to focus on data analysis 1. Key stakeholders and representatives to be identified 2. Frequency of data analysis group to be determined 3. Develop a process for the group to feed back into the reducing reoffending group	Multi-agency sub group informing the reducing reoffending group about <ul style="list-style-type: none"> Developing trends Areas of concern Linking work between IOM/SGV/DIP/MAPPA & ASB Where to focus our limited resources 	March 2017	Decision to be made at the Reducing Reoffending Group meeting and action to be followed through by LBH Community Safety	

Strategy Objective	Project / Action	Outcomes	Timescale	Responsible Service / Lead Person	Progress to date
	Cohort monitoring and information sharing 1. All risk management panels to have live trackers in place 2. Regular monitoring and cross referencing of those on risk management lists 3. Find a secure online system/ portal, which stakeholders can log into and securely access and share information, without sending it.	<ul style="list-style-type: none"> Instant updates and snapshots of all offenders on risk management panels (IOM, SGV, MAPPA, DIP) along with their current case progress. Reduction in duplication of offenders being discussed at more than 1 risk management panel Safer and more secure way of sharing information Reduction in the number of pre and post meeting emails. 	March 2018	1. LBH Community Safety 2. LBH Community Safety 3. LBH Community Safety	
Supporting Offenders <ul style="list-style-type: none"> Accommodation, Education, Training and Employment Finance and Debt Drugs and Alcohol 	Supporting offenders with accommodation needs 1. Apply for further funding for the Havering IOM rent deposit scheme 2. Work with London Borough of Havering and Family Mosaic in regards to accessing Derby Avenue supported accommodation 3. Progress the emergency accommodation spaces option for IOM/ MAPPA Offenders being released from prison with genuinely nowhere to go 4. Linking Offenders in with the Homeless Persons Unit 5. Support from Citizens Advice regarding mortgage/ rent arrears	Increased number of individuals in safe and stable accommodation Improved partnership working	March 2017	1. LBH Community Safety 2. Family Mosaic 3. LBH Community Safety and LBH Housing 4. CRC/ NPS and Police 5. CRC	
	Supporting offenders with education, training and employment needs 1. Jobcentre Plus Drop- in session at Probation 2. Probation based Education/ Training / Employment workshops to take place 3. Probation based CV writing workshops including the focus on disclosure of offences 4. New Jobcentre contracts to contain an element of equal opportunities for ex-	Improved employability Increased number of offenders in employment and training Improved ability to fund lifestyle through legitimate income More positive use of offenders' time Health and Economic wellbeing of the	March 2018	1. DWP 2. CRC 3. CRC 4. DWP 5. NPS/CRC and DWP	

Strategy Objective	Project / Action	Outcomes	Timescale	Responsible Service / Lead Person	Progress to date
	offenders seeking employment. For offenders who are unable to use computers, develop a sensitive disclosure pathway for benefits application.(For offenders who are A) Sex offences B) literacy issue)	offender			
	Supporting offenders with finance, benefits and / or debt issues. 1. Run advice and support sessions on benefits at the Probation Centre. 2. Regular Jobcentre liaison between Probation, IOM and the Reducing Reoffending Group 3. Debt advice and signposting to be carried out in one-to-one Offender Manager Sessions. 4. Debt advice training for frontline staff working with offenders. (To be aware of how to do a basic budgeting form and to be aware of the allocated limit/ trigger marks) 5. Explore the possibility of Citizens Advice running debt advice sessions within the Probation Centre 6. Develop a clear benefits pathway for Joint claimants: A) Victims of Domestic Violence B) Perpetrators of Domestic violence	Improved ability to budget realistically and legitimately More positive use of time Improved Partnership working Avoiding eviction or repossession Practical financial support information for victims of domestic violence	March 2017	1. DWP 2. DWP 3. CRC & NPS 4. CRC & NPS (LBH Community Safety to work with them on this) 5. CRC and NPS 6. NPS/ CRC and WDP	
	Supporting offenders with drugs and alcohol issues 1. Information and advice to be made readily available to offenders within Probation 2. Information and Advice sheet to be compiled by WDP and made available to all frontline workers working with adult substance misusers. 3. Increased number of drop in sessions to be offered by WDP to Offenders 4. Emergency referrals from risk management panels to be seen within a 24hours by WDP	Improved knowledge and awareness of the consequences of drug and alcohol misuse Improved confidence from partners referring into WDP Decreased drug and alcohol misuse Improved take up of health services.	March 2020 3.Baseline to be established in year 1. (Looking at a 5% increase)	1. WDP 2. WDP 3. WDP 4. WDP	

Strategy Objective	Project / Action	Outcomes	Timescale	Responsible Service / Lead Person	Progress to date
	<p>Offenders who have difficulties with accommodation, education/ training/ employment, finances and substance misuse may find themselves to be part of the troubled families list.</p> <ol style="list-style-type: none"> 1. Develop a coordinated approach for risk management panels to refer into troubled families 2. Regularly refresh risk management lists with troubled families 3. Agree how payment by results (PBR) income should be disseminated when adopting a multi-agency approach 	<p>Vulnerable families receiving extra help and funding.</p> <p>Smooth working relationship between partnerships and Troubled Families.</p> <p>Maximisation of Payment by Results claims</p> <p>Agreed process where PBR is distributed fairly amongst the partnership</p>	March 2018	<ol style="list-style-type: none"> 1. LBH Community Safety & Troubled Families 2. LBH Community Safety 3. Decision to made at the Reducing Reoffending Group meeting and action to be followed through by LBH Community Safety 	
<p>Enforcement & Compliance</p> <p>This is a joint operation between London Probation and the IOM Police Team, predominantly focusing on offenders released on licence, suspended sentence order or community payback orders. Exceptions to this will be offenders convicted of domestic abuse offences or those subject to public protection</p>	<p>Tasking borough resources to target offenders who are not engaging, who continue to commit crime or who are not complying with their licence or court conditions.</p> <ol style="list-style-type: none"> 1. Increased police monitoring and targeting of offenders on a RAG status of red or showing no sign of engagement/ compliance 2. Increased number of Probation appointments, extra licence conditions for offenders on order/ licence (proportionate to concerns/ risk) 3. For IOM offenders who fail to engage for 3+ months, an intensive background check to be carried out (For example contacting HMRC, Benefits withdrawal checks, Housing checks, GB Accelerator checks etc...) as a form of locating the individual 4. For IOM offenders who fail to engage and cannot be located for 6+ months the use of the media (newspapers, internet, etc...) will be considered as a form of locating the individual. 	Tougher monitoring and policing on offenders who don't engage and offend	March 2017	<ol style="list-style-type: none"> 1. Police 2. CRC/ NPS 3. Police 4. Police 	
	<p>The IOM Police Team will visit offenders to:</p> <ol style="list-style-type: none"> 1. Verify they live at the address given 	Targeted and coordinated approach to monitoring offenders	March 2017	<ol style="list-style-type: none"> 1. Police 2. Police 	

Strategy Objective	Project / Action	Outcomes	Timescale	Responsible Service / Lead Person	Progress to date
	2. Encourage them to comply with the conditions of their order or licence 3. Make them aware that their conditions are being jointly monitored 4. Enhance intelligence and information sharing between the MPS, London Probation and CRC.			3. Police 4. Police/ NPS/ CRC	
	Offender Managers will take enforcement actions if the offender does not comply with their licence or order. This will include: <ul style="list-style-type: none"> Warning letters Breaches, Extra licence conditions 	Effective and pro-active management of non-compliant offenders.	March 2017	1. NPS/ CRC	
	For non-statutory cases the IOM single points of contact will support the IOM partnership with any necessary information in order to use civil enforcement powers. This will include: <ul style="list-style-type: none"> Criminal Behaviour Orders (Injunctions) Dispersal Orders. 	Effective and pro-active management of non-compliant offenders.	March 2017	1. All Partners	
	Regular running of multi-agency risk management panels <ol style="list-style-type: none"> Facilitate and coordinate the IOM main panel meeting on a monthly basis Facilitate and coordinate the IOM mid-month panel meeting on a monthly basis Facilitate and coordinate the MAPPA panel meeting on a monthly basis Facilitate and coordinate the SGV panel meeting on a monthly basis Facilitate and coordinate the DIP panel meeting on a monthly basis Facilitate and coordinate the ASB & Community MARAC panel to take place monthly 	Coordination, targeting and monitoring of resources to offenders causing the greatest amount of harm to the borough, resulting in all offenders being kept in scope and making communities safer.	March 2017	1. LBH Community Safety 2. LBH Community Safety 3. NPS 4. LBH Community Safety 5. LBH Community Safety 6. LBH Community Safety	