**Event summary**

*On the 22nd May 2017, the Office of Police and Crime Commissioner (OPCC) held a workshop with public sector organisations to help inform and shape the* ***Reducing Reoffending Strategy.***

*The workshop was attended by 25+ delegates representing a wide range of partners including the police, prison and fire services, local councils, public health commissioners, probation services and the community rehabilitation company, plus the 5 community safety partnerships (CSPs). Susan Fields (OPCC) provided an overview of reducing offending rates and a representative of each of the 5 CSPs provided a verbal overview of ‘where they are, what they are doing, and planning to do’ around reducing reoffending.*

*It is anticipated that the OPCC Reducing Reoffending Strategy will be released in the autumn.*

*This paper provides a summary of the conversation (facilitator & notes from Simon Hodgson).*

**Purpose of the workshop**

* To assist the OPCC in ‘shaping’ a West Yorkshire Reducing Reoffending Strategy
* To hear from each CSP where they currently are in relation to local plans to reduce reoffending
* To seek the views and ideas of stakeholders (public sector organisations)

**Fundamentals**

The following **fundamentals** were agreed at the beginning of the workshop:

* Population = focus on both adults and young people
* Area = focus on West Yorkshire
* Reducing Reoffending = focus being on those in, entering and exiting the criminal justice system
* recognising that work around prevention and earlier intervention is critical and
* recognising that ‘one size does not fit all’ but that a consistent ‘whole systems partnership approach’ needs to be developed
* Inclusion & diversity = a core theme in the strategy/ delivery plan
* Families & Communities = a core theme in the strategy/ delivery plan
* Looking forward to obtain better outcomes = focus on individuals, families and communities
* Looking forward to achieve better responses = focus on activity to link and contribute to priorities set out in the OPCC Police and Crime Plan

The workshop attendees were informed that this was the beginning of the conversation and that there would be further consultation opportunities.

**Key Points Exercise I**:

**What are we trying to achieve as an end result? (Outcome)**

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| **Outcomes** |
| * People in West Yorkshire are safer and feel safer * Offenders change their behaviours, do not reoffend and their conditions of well-being are improved * Offenders are rehabilitated and resettled in the community * Victims and vulnerable people are protected, listened to and supported * Increased confidence in the Criminal Justice System |

**What will success look like and how will we measure it? (Indicators)**

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| **Whole Population Indicators** | **Diagnostic Measures** |
| * Reduction in reoffending rates and repeat reoffending rates * Reductions in severity of reoffending * Reduction in ranking on the Crime Harm Index * Fewer young people being drawn into the youth justice system * Reduction in repeat victimisation | * Reduction in generational exposure to criminality * Improving rates of prisoners having ‘no known address’ upon release and those who do, sustain their tenancy * Justice and resettlement ‘moves close to home’ * Faster criminal justice system from offence to outcome * Reduction in harm and impact of Organised Crime Groups on communities |

**What should our collective guiding approach be (Principles)**

**Partnership Orientated**

* Being open, honest and transparent ~ open to challenge and change
* Closer working and more collaborative working between partners directly and/ or indirectly involved in the CJS, in districts, across borders and WY wide
* Adoption of a ‘Think Family’ approach to support and intervene before, during and after exiting the CJS
* Engagement and commitment with the private sector to support ex-offenders, building confidence so as to secure employment and sustained accommodation

**Adopting & Applying Restorative Practices**

* Providing a focus on developing positive relationships and people taking responsibility for their behaviour
* Being responsive to members of communities, giving due regard to implications from different groups
* People are happier, more co-operative and productive, and therefore more likely to make positive changes, when those in authority (service providers) do things with them, rather than to them or for them

**Victim & Witness Focussed**

* Treating victims and witnesses with respect and sensitivity; offering emotional and practical support, keeping them informed at all stages of the justice process
* Ensuring communities are protected and offenders achieve long-term desistance from crime
* Engaging and involving the wider community to support and develop local solutions, especially on the prevention and resettlement side

**Intelligence Led and Outcome Focussed**

* Using intelligence and sharing information robustly across services to understand need, demand and to support the right course of action
* Being outcome focused, accountable and demonstrate positive impact and benefits realisation
* Directing resourcing/ seeking value of money/ match funded/ invest to save
* Examining what works and if programmes are scalable/ Looking to add value, strong evidence base/ programme of research and development
* Cost benefit/ results analysis/ reviewing & refining/lessons learnt/ sharing good practice
* Promoting innovation proposals where they meet specific communities need

**Key Points Exercise II:**

**What are the key issues & challenges?**

**Issues**

* Huge human cost ~ to individuals, families and communities and significant economic costs to the public purse
* Young people ~ disproportionate numbers continue to enter the youth justice system from areas of higher social deprivation, linked to issues around individual behaviour, the family, school, associates and peers, community cohesion and support
* Repeat offenders ~ account for disproportionately high levels of crime; the most prolific often linked to various crimes, nuisance and safeguarding issues
* Women offenders ~ are likely to be victims as well as offenders, more likely to been imprisoned for non-violent offences, issues pertaining to mental health, drug and/ or alcohol misuse, reluctance to seek help and/or confusion of the most appropriate service for their needs
* BAME ~ disproportionally represented in the CJS, issues pertaining to culture, faith and ethnicity in encouraging and sustaining desistance from crime, direct links to inequalities education, employment, housing and health
* Complex criminogenic needs of offenders ~ addressing these before, during and after the CJS. Substance misuse, mental health and lack of engagement are often identified among prolific offenders as issues of concern
* Changing criminality ~ especially the growth of the internet and social media, this has resulted in new and problematic offending and increased risks around safeguarding
* OCGs ~ recruit or threaten local individuals and families into criminal activity
* Behaviour change ~ recognition that not all offenders want to change their behaviours
* Rising pressures and demand on prisons and associate impact on rehabilitation services

**Challenges**

* Having a clear vision and route map that joins strategic thinking to operational delivery ~ aligning strategy to resources and maintaining ambition and influence. Creating space, and freedom to innovate and make a breakthrough
* Changes in legislation and criminal justice demands, together with increases in court volumes and the adult prison population, requires increased flexibility and innovation
* Financial constraints and pressures mean seeking new opportunities, investments and alternative approaches to maximise impact across all sectors ~ based on the risk, threat and harm
* Developing coherent and integrated approaches to resettlement and rehabilitation including access to timely housing, support, employment and benefits
* Commissioning and contractual arrangements ~ Joining up commissioning of services across statutory organisations and across departments at a local authority level
* Sharing timely intelligence on individuals, families and associates to inform intervention and safeguard the vulnerable
* Volume of offenders with short term sentencing and collective ability to prioritise addressing criminogenic needs in a sustainable manner
* Utilising new digital solutions and technological platforms proactively
* Strengthening strategic connections between partnerships and the Prison Service
* Common focus around mental health, drugs & alcohol with the CCGs/ health providers
* Engaging and involving the courts/ judiciary
* Improving connectivity with DWP and learning providers around employment and basic skills
* Forging effective relationships with public and private employers, creating opportunities and aspiration for change
* Incorporating the voice of offenders and communities who have a role to play in affecting change

**Key Ideas Exercise III**

**How do we collectively change the ‘Challenges’ into ‘Opportunities?’**

The initial ideas have been merged from the table discussions and clustered around 4 strands

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| Governance & Accountability (Strategy)  * The process of making open and transparent decisions in line with public expectations, policy and practice |

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| **Ideas** | **What** | **How** |
|  | Develop an Intelligence and Performance Management Framework   * Improve current mechanisms for a) sharing intelligence and information b) tracking cohorts and reporting on outcomes | * Explore the feasibility of adopting and utilising the IDIOM system which enables real time reporting to track distance travelled and outcomes for IOM cohorts * Utilise new digital solutions and technological platforms to access and share intelligence in a timely manner * Revisit and approve Information Sharing Agreements * Review purpose of meetings and streamline locally, increasing efficiency and productivity |
|  | Develop an inclusion and diversity framework for the management of offenders to encourage and sustain desistance from crime | * At all levels of intervention ensure policy around protected characteristics is included in practice and delivery (age, gender, sexuality, culture, faith, ethnicity and disability) |
|  | Develop a longer term WY wide reducing offending commissioning framework   * Undertake a review of the Drug Intervention Programme | * Establish a forum for Commissioners to share best practice and create knowledge hubs * Undertake a WY audit of who does what to understand reach and influence * Commission a piece of research to review key programmes * Identify any gaps and opportunities for collaboration and/ or mutually beneficial cross service arrangements |
|  | Develop a communications and engagement framework that involves communities affected most by offenders behaviour   * Public facing campaign around impact of offending on victims and offenders | * Work with CSPs to develop a consistent approach; develop and extend practice that incorporates the voice of victims and communities, includes co-production with victims and offenders * Target high crime areas/ localities of concern ~ and utilise existing forums to connect with local people e.g. neighbourhood policing forums and extend reach through social media platforms * Utilise individual success stories and report on changes in behaviour that impact on communities |
|  | Employ models of restorative justice at all level of the CJS | * Assess what the victim wants and what the offender needs, ensuring it is part of a rehabilitation process and apply when the time is right * Commission a piece of research to understand the current motivation for change of offenders, examine best practice models that work for different cohorts * Explore how these can be utilised in programmes of change |

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| **Ideas** | **What** | **How** |
|  | Develop robust case conferencing and intervention plans | * Create a premium service where intensive support is required * Identify and assign a lead professional for each offender |
|  | Earlier prevention interventions for those who receive orders and who do not go to prison | * Based on assessment of need develop a ‘triage system’ for support packages |
|  | Enhance the early identification of individuals at risk of offending   * Breaking the cycles of generational offending | * Work with Safeguarding Hubs to prioritise and respond in localities * CSPs to work closely with their YOS, Children’s & Adult Social Care locally to affect policy and practice |
|  | Continue to develop and embed use of out-of-court disposals | * Evaluate success and impact of disposals on reoffending rates |
|  | Enhance community payback schemes to provide meaningful activities and opportunities to gain new skills | * Work with public sector and private companies to secure opportunities for employment * Focus on localities of concern and work with communities to determine progressive and mutually beneficial programmes |
|  | Test out innovation programmes in districts/ specific communities and share with other areas for potential replication   * E.g. reduce numbers of young people coming into custody | * Track and report on progress * Support local innovation e.g. an initiative to develop a ‘child friendly response to young people who offend’. This pilot in Leeds will focus on first time offenders through an ‘all services’ approach to diversion, support and rehabilitation. |

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| Prevent & Deter (Before)  * Earlier identification and targeted interventions with individuals on the cusp of entering the CJS to reduce further risk of offending by working with service providers and their families in the community. |

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| Catch & Control (During)  * Proactive working with a cohort of persistent and prolific offenders who continue in their offending behaviour, establishing effective pathways for those who pose the most risk and harm to the community. |

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| **Ideas** | **What** | **How** |
|  | Establish ‘district Reducing Reoffending Hubs/ Teams’ where core partners can be co-located as part of a programme of change to manage ‘cohorts’ | * Undertake an options appraisal, put forward a business case to the respective CSPs, including potential for pooling resources, cost benefits, resources and impact * Develop a Team (case management) around the offender and family ~ drawing teams from LA,s Police, YOS, CRC, CSPs, commissioned services, and family interventions programmes |
|  | Create a premium service where intensive management and support is required, with robust case conferencing and intervention plans | * Identify and assign a lead professional for each offender to co-ordinate support packages to meet individual identified needs * Consider practical application of ‘virtual teams’ to extend to other critical service providers |
|  | Establish a clear performance framework for tracking distance travelled and outcomes for IOM cohorts | * Apply to IOM cohorts to track reoffending rates (including cohort selection and deselection) |
|  | Review “transition to adulthood” (T2A) critical pathway models for those most at risk of reoffending | * Task and Finish group established to undertake a review and to put forward recommendations for change |

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| Rehabilitate & Resettle (After)  * Supporting offenders in addressing the issues that will promote their effective reintegration into the community and reduce the risk of reoffending through effective pathways/ behaviour programmes. |

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| **Ideas** | **What** | **How** |
|  | Better understanding and co-ordination of organisations working with offenders at pre-release stage | * Task and Finish group established to review current pathways and arrangements for transitions, (Before, During and Through/ After the ‘prison gate’) |
|  | Examine opportunities to increase offenders coping skills, and their routes into learning and employment development | * Create sustainable employment pathways for serving prisoners and ex-offenders |
|  | Developing community responses/ peer mentoring to sustain change through the VCS, extending reach and influence | * Build on examples like the Altogether Armley Plan |
|  | Supporting offenders within the first 48 hours of release (potentially up to 7 days) with intensive support with housing, employment or substance misuse issues  Supporting offenders for up to 1 year after release depending on their needs | * Examine how existing VCS, Housing, Health and Social Care pathways can be developed * Develop proposals to integrate this into a multi-skilled workforce to manage complex cases * Greater involvement and use of appropriate family members prior to release |

Feedback from the tables on the day (#BigIdea)