

Integrated Offender Management in Richmond upon Thames

Introduction

Integrated Offender Management is described by the Home Office as “an overarching framework that allows local partners to come together to ensure that the offenders, whose crimes cause the most damage and harm locally, are managed in a co-ordinated way.”

In Richmond upon Thames Integrated Offender Management has been developed in line with the 5 national key IOM principles and adapted to reflect and respond to the offender profiles and crime priorities in the borough.

The model has evolved from an initial event with key partners in February 2012 and a series of meetings by a steering group panel, whose membership included representatives of the police, probation, health and the local authority in Richmond upon Thames. The recommendations, supporting documents and forms that have been approved for IOM in Richmond upon Thames by the panel have been agreed and signed off by members of the IOM Strategic Steering Group.

The introduction of Integrated Offender Management in Richmond upon Thames is seen as an evolutionary process and the expectation is that it will continue to evolve and develop once it is launched in September 2012.

Vision

The vision of Integrated Offender Management in Richmond upon Thames is to ensure the effectiveness of offender management through closer partnership working, pooled resources and the use of appropriate and timely interventions to reduce or eliminate offending behaviour in identified individuals, with the result that the overall costs and impact of offending on the wider community and society are reduced.

Key Principles of IOM

Principle 1. All partners tackling offenders together

Local partners agree the means to share all relevant information on an offender with each other and ensure that there is a process to clearly assign responsibility for managing an identified offender. At the same time they make sure that all agencies continue to participate and they provide the offender, as far as possible, with a single lead professional. Local partners encourage the development of the multi-agency problem-solving approach by focussing on offenders, not offences.

Principle 2. Delivering a local response to local problems

All relevant local partners from the public, private and voluntary sectors are involved in planning, decision-making and funding choices. They jointly discuss and agree the offender groups that local agencies want to target and prioritise and ensure that existing local methods of engaging with communities are used.

Principle 3. Offenders facing their responsibility or facing the consequences

Local partners provide offenders with a clear understanding of what is expected of them and balance efforts to motivate offenders to change with the appropriate intensity of punishment and intervention necessary to disrupt their criminal life.

Principle 4. Making better use of existing (and proven) programmes and governance

This involves gaining further benefits from programmes such as PPO, DIP and Community Justice to increase the benefits for communities, as well as taking advantage of the developing roles of bodies such as CSPs in reducing re-offending.

Principle 5. All offenders at high risk of causing serious harm and/or reoffending are “in scope”

Intensity of management relates directly to severity of risk, irrespective of position within the criminal justice system or whether statutory or non-statutory. IOM is about bringing together existing arrangements. IOM does not include level 2 and 3 MAPPA referrals.

Local Picture

In last year's Strategic Assessment the following summary of offender management in Richmond upon Thames was produced to create a profile of the typical Richmond offender over the last 2 years (2010-11 and 2011-12). The data was supplied by the Kingston and Richmond Probation Trust.

There have been 164 cases dealt with or being dealt with by the K&R Probation Trust, who are Richmond residents, an equal split of 82 cases in 2010-11 and 82 cases in 2011-12.

80% of offenders were male, with very similar percentages across both years. Over three quarters of offenders were White, again with similar percentages across both years, although there has been a rise in offenders from an Asian background in 2011-12.

The majority of offenders were aged 18-30.

The main offence types were Violence and Theft offences counting for over 50% of offences during both years studied. Breach of community order offences counted for just over 10% of all cases, in both years.

65% of cases resulted in a Community Order over the two year period.

Richmond, Teddington, Hampton and Twickenham had the most offenders listed as residents. Twickenham saw the largest rise in offenders, with nearly double the number of offenders in 2011-12.

The number of offenders with "No Fixed Address" was very low, under 10% for both years studied, the "suitability for accommodation" numbers were very high, over 60% for both years.

Fewer than 40% of offenders, over the two year period were expected to gain employment on release.

The main drivers/causes seemed to be when Alcohol or Lifestyle/Associate choices were linked to offending. Drugs and Mental Health were lesser drivers while accommodation linked to offending had the lowest identification as a possible cause or driver for offending,

A fifth of offenders had moderate to severe reading, writing or numeracy difficulties, with a rise in Domestic Violence flagged offenders since 2010-11. A very small percentage had Child Protection Flags.

To summarise, the typical probation candidate in Richmond would be an 18-30 yr old white male, who had committed a violent or acquisitive offence, which had resulted in a community order. His offending is most likely to be driven by alcohol and lifestyle/associate choices.

IOM Structures and Membership in Richmond upon Thames

To achieve a better use of reduced resources and to support the move to Integrated Offender Management in Richmond upon Thames it was agreed to hold the Anti-Social Behaviour, Deter Young Offenders and Prolific and Priority Offender (PPO) panels on the same day. The panels will be held once a month.

Integrated Offender Management does not include level 2 and 3 MAPPA.

Membership of the IOM Strategic Group and the panels will be made up of the statutory partners involved in the wider management of offenders in Richmond upon Thames and partners in other agencies and the voluntary sector who can contribute to a reduction in offending.

Integrated Offender Management in Richmond upon Thames will be overseen by the IOM Strategic Group.

1. Integrated Offender Management Strategic Group

The Integrated Offender Management Strategic Group will be responsible for the oversight and delivery of strategic objectives and the performance of integrated offender management in Richmond upon Thames.

The IOM Strategic Group will be accountable to the Richmond upon Thames Community Safety Partnership.

It is proposed initially that when IOM in Richmond is first launched the IOM Strategic Group will meet on a monthly basis, with the aim of eventually moving to meeting on a bi-monthly or quarterly basis.

Terms of reference

Aim

1.1 The Richmond upon Thames Integrated Offender Management Strategic Group is responsible for the development and oversight of the Ministry of Justice's IOM scheme in Richmond upon Thames

1.2 The IOM Strategic Group will aim to reduce reoffending and protect the public at large through a co-ordinated, multi agency and risk based approach.

Objectives

1.3 To ensure the national IOM scheme is effectively translated at local level by ensuring the implementation of the framework is tailored to local needs and priorities.

1.4 To bring together partner agencies with a remit in offender management to share information, streamline management of offenders as part of a multi-agency framework and improve outcomes in relation to key local and national KPIs

1.5. To allocate tasks, oversee delivery and hold agencies accountable for delivering the work assigned to each panel.

IOM Strategic Group Membership

1.6 The membership of the IOM Strategic Group will include the following organisations and posts

Probation-Assistant Chief Officer, Kingston & Richmond LDU (Chair)

Richmond Police- Detective Chief Inspector

Community Safety Partnership Team-Community Safety Manager

-Anti-Social Behaviour Officer

-Community Safety Officer

-Community Safety Data Analyst

Housing-Head of Operations

Substance Misuse-Acting Commissioning Manager

Youth Offending Team-Service Manager

Meeting Arrangements

1.7 The IOM Strategic Group will meet monthly initially and move to either bi-monthly or quarterly meetings.

1.8 The IOM Strategic Group will be chaired by Probation. In the absence of the Chair the meeting will be chaired by the Vice-Chair or the senior police or council representative present at the meeting.

1.9 Administrative support for the IOM Strategic Group will be provided by probation.

1.10 IOM Strategic Group members are expected to attend meetings personally, however, if they are unable to attend they should nominate and brief an appropriate colleague to attend in their place.

1.11 A Quorum will be achieved when representatives from a minimum of 4 or more organisations/agencies are present.

1.12 Voting on any matter will be by a simple majority, with the Chair or Acting-Chair having a casting vote if required.

1.13 The agenda should be circulated to IOM Strategic Group members by secure e-mail (if required) 5 working days before the meeting. Supporting papers should also be sent out 5 working days before whenever possible.

1.14 Minutes including action points will usually be circulated by secure e-mail (if required) 5 working days after the meeting was held.

Panel Functions

1.15 To consider and agree the selection and de-selection of all IOM referrals

1.16 To ensure the effective sharing of information to reduce the risk of re-offending and associated harm to those who have been identified as IOM referrals or their victims.

1.17 Identify actions and ensure their timely implementation as part of any identified IOM action plan

Individual Member Responsibilities

1.18 Each member will be responsible for any actions allocated to them at the meeting.

IOM in Richmond upon Thames will be made up of the following 3 panels

2. ASB Panel

The format of the ASB Panel, whose current format was adopted in the second half of 2011, will remain the same and the panel membership will continue to consider ASB cases and referrals.

Terms of reference

Aims

2.1 The ASB Panel was established to facilitate a multi-agency discussion on ASB in the London Borough of Richmond upon Thames. The Panel discuss cases, any underlying reasons for disorder and agree an intervention plan.

Objectives

ASB Panel Membership

2.2 The membership of the ASB Panel will include the following organisations and posts

Probation-Probation Officer

Richmond Police-Nominated SNT sergeant

-Acting Chief Inspector for Safer Neighbourhood Teams
(Chair)

Youth Offending Team-YOT Manager

Community Safety Partnership Team-Anti-Social Behaviour Officer

Housing-Head of Housing Operations

-Senior Neighbourhood Nuisance Officer

Substance Misuse-Service Manager of CRI

Mental Health-Senior Social Worker, SWLSTG

Social Services-Head of Safeguarding (Adults)

Youth Service-Acting Leads Operation Manager

Registered Social Landlords (RSLs)

-Richmond Housing Partnership

-Richmond upon Thames Churches Housing Trust

-Guinness Trust

-Thames Valley Housing Association

-London and Quadrant Housing Association

Victim Support-Manager

Meeting arrangements

2.3 The ASB Panel meetings will be held once a month.

2.4 The ASB Panel will be chaired by Richmond Police.

2.5 Organisations represented on the Panel are expected to send representatives to each meeting, mainly if they have referred a case to the Panel and need a multi-agency input.

2.6 All new case referrals to the Panel must be submitted at least 10 working days before the meeting. In case of emergency, however, the council's Anti-Social Behaviour Officer should be notified immediately.

2.7 Other agencies such as the Probation Service will be invited to the meeting should they hold an interest in an individual.

2.8 Through Panel Meetings, ASB Team officers will make sure that agreed action is determined through a comprehensive discussion.

2.9 It is acknowledged that individual organisations can have their own policies and procedures when dealing with ASB.

2.10 In cases where there is a disagreement between partners after thorough discussion, the chair of the ASB Panel will have the final say in determining how a case should be progressed.

2.11 Ownership of the cases brought to the panels will remain with the originating member organisation however, where appropriate, other organisations attending the panels will provide their services and support for these cases.

3. Deter Young Offenders Panel

The Deter Young Offenders (DYO) Panel focuses on young offenders currently on the YOT caseload and that are on Statutory Court Orders. The high risk young offenders are already identified by Richmond Youth Offending Team (YOT) as a matter of existing operational practice. The YOT Data Recording Guidance 09/10 advised that YOTs should use Asset scores as the primary means of identifying the DYO from within their youth offending population. Asset is a common assessment tool used by YOTs to assess young offenders and this is how the DYO are identified using a combination of Asset and risk classifications and professional judgement.

The Richmond Youth Offending Team select their DYO and priority is given to young people with an Asset score of 24 or over or who are otherwise assessed as being at high or very high risk of causing serious harm to others.

The focus of the panel is to achieve the following two outcomes:

- reduction in the rate of re-offending of the local deter cohort
- improving timeliness and efficiency through the criminal justice process and the effective transition of DYO into IOM/PPO referrals where appropriate

A reducing re-offending measure will apply to the DYO cohort, which will provide a static snapshot of the DYO identified from January to March each year, to enable a year on year comparison to be made of their reoffending rate.

Terms of reference

Aims

3.1 The aim of the DYO scheme is to ensure that the local CJS supports the wider partnership efforts to reduce the re-offending of this high risk group of young offenders. The DYO scheme builds on the existing operational practice of the local Youth Offending Teams (YOTs) and therefore is managed within this arena

Objectives

3.2 The DYO scheme is characterised by a risk based approach and early local identification of offenders followed by intensive intervention to reduce re-offending. Richmond YOT identifies the high risk young offenders at first conviction as DYO's.

This new approach is locally focussed and will be supported by 2 performance measures:

- reduction in the rate of re-offending of the local deter cohort
- improving timeliness through the criminal justice process

Deter Young Offenders Panel Membership

3.3 The membership of the Deter Young Offenders Panel will include the following organisations and posts

Richmond Police-YOT Police Sergeant
Youth Offending Team-**YOT Assistant Manager/Manager (Chair)**
YOT Deter Worker
YOT Nurse
Community Safety Partnership Team-**IOM Co-ordinator**
Education and Inclusion Services-Education Officer
Targeted Youth Support-Team Leader
Youth Service-Operational Manager

Meeting arrangements

3.4 The DYO Panel meetings will be held once a month

3.5 The DYO Panel will be chaired by the Youth Offending Team.

Panel functions

3.6 Ensuring an effective multi agency approach to managing DYO's is the key to areas improving the management of DYO's on a sustainable basis. While youth offenders going through the criminal justice process now benefit from the CJSSS approach, LCJBs are asked to ensure that each area as a minimum has the following DYO activities:

- Ensure that DYO's are flagged at all stages of the process
- Nominate a lead individual in each agency to monitor DYO handling and outcomes
- Share and maintain DYO information with DYO leads in each agency on a regular basis.

- Monitor the cohort and target young people for additional interventions that met the requirements

Individual Member Responsibilities

3.7 Richmond Police-YOT Police Sergeant attends to provide Borough intelligence for the DYO group and to share information

3.8 Youth Offending Team-YOT Assistant Manager/Manager (Chair] is to provide operation governance over the cases and to support additional resources and oversight of the cases

3.9 YOT Deter Worker - is to provide feed back on the cases to the panel and to support with the targeted interventions

3.10 YOT Nurse to provide health up dates and intervention to the cohort

3.11 Community Safety Partnership Team-IOM Co-ordinator will be responsible for any actions allocated to them at the meeting.

3.12 Education and Inclusion Services-Education Officer will be responsible for any actions allocated to them at the meeting.

3.13 Targeted Youth Support-Team Leader will be responsible for any actions allocated to them at the meeting.

3.14 Youth Service-Operational Manager will be responsible for any actions allocated to them at the meeting.

4. Integrated Offender Management Panel

The existing Priority and Prolific Offender Panel will be renamed the Integrated Offender Management Panel and will consider referrals and manage cases for individuals who have been identified as repeat offenders or PPOs/ "Top Ten" offenders.

Terms of Reference for the IOM Panel

Aim

4.1 The IOM Panel will be responsible for providing a multi-agency group for assessing referrals and identifying action plans and interventions for reducing or stopping reoffending.

Objectives

4.2 To ensure all appropriate individuals, as assessed by the criteria, and who are not engaged by the MAPPA, MARAC or DYO panels are engaged through the IOM Panel.

IOM Panel Membership

4.3 The membership of the Integrated Offender Management Panel will include the following organisations and posts

Probation-Senior Probation Officer (P) (**Chair**)

Richmond Police-PPO Officer (P)

-**Detective Inspector** (P)

Youth Offending Team (YOT)-**Operations Manager** (AAR)

Community Safety Partnership Team-Community Safety Data Analyst (P)

-**Anti-Social Behaviour Officer** (P)

-Community Safety Officer (P)

Housing-**Head of Housing Operations** (P)

Richmond Housing Partnership-**Anti-Social Behaviour Advisor**

Social Services-representative of children's and adults (AAR)

Substance Misuse-**Service Manager of CRI or IOM/PPO Worker** (P)

Mental Health-**Senior Social Worker, SWLSTG** (P)

Prisons-PPO Officer at Wandsworth (AAR)

Jobcentre Plus-Jobcentre Manager for Richmond & Kingston (P)

Victim Support-**Manager** (P)

Organisations and posts in **blue** indicate that either the organisation or the post is represented on more than one of the panels.

4.4 Future members were either identified as being permanent (P) or to attend as required (AAR)

Meeting Arrangements

4.5 The IOM Panel meetings will be held once a month.

4.6 The IOM Panel will be chaired by Probation. In the absence of the Chair the meeting will be chaired by the Vice-Chair or the senior police or council representative present at the meeting.

4.7 Any member of the IOM Panel can nominate another organisation/agency to join the panel. All requests should be sent to the IOM Co-ordinator.

4.8 IOM Panel members are expected to attend meetings personally, however, if they are unable to attend they should nominate and brief an appropriate colleague to attend in their place.

4.9 A Quorum will be achieved when representatives from a minimum of 4 or more organisations/agencies are present.

4.10 Voting on any matter will be by a simple majority, with the Chair or Acting-Chair having a casting vote if required.

4.11 The agenda and referral paperwork should be circulated to IOM Panel members by secure e-mail 5 working days before the meeting.

4.12 When a referral is made for consideration to the IOM Panel the nominating officer or a representative of their organisation/agency will be invited to attend to provide any additional information or answer questions.

4.13 Minutes and individual acknowledgement response forms for each referral will be produced to provide a record of the decisions made at the meeting and will usually be circulated by secure e-mail 5 working days after the meeting was held.

Panel Functions

4.14 To consider and agree the selection and de-selection of all IOM referrals

4.15 To ensure the effective sharing of information to reduce the risk of re-offending and associated harm to those who have been identified as IOM referrals or their victims.

4.16 Identify actions and ensure their timely implementation as part of any identified IOM action plan

Individual Member Responsibilities

4.17 Each member will be responsible for any actions allocated to them at the meeting.

Glossary of Terms

ASB	Anti-Social Behaviour
CRI	Crime Reduction Initiatives-health and social care charity
DYO	Deter Young Offender
IOM	Integrated Offender Management
LBRuT	London Borough of Richmond upon Thames
LDU	Local delivery Unit
MAPPA	Multi Agency Public Protection Arrangements
Ogrs	Offender Group Reconviction Scale
PPO	Priority and Prolific Offender
RSL	Registered Social Landlord
SWLSTG	South West London and St George's Mental Health Trust
YOT	Youth Offending Team

