Appendix 1

COMMUNITY SAFETY PARTNERSHIP

REPORT

Subject: Integrated Offender Management (IOM) Update

Date: 12 December 2014

Author: Keith Bishop Keith.Bishop@london.probation gsi.gov.uk IOM Coordinator
Lucy Satchell-Day Lucy.Satchell-Day@london.probation gsi.gov.uk Assistant Chief Officer London Community Rehabilitation Company

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1. Purpose of Presenting the Report and Decisions Required

1.1 This report is presented to provide the Partnership with an update on the Integrated Offender Management approach in Barking and Dagenham.

1.2 It is recommended that the Community Safety Partnership Board:

• take note of the contents of this report.

2. Introduction

2.1 Integrated Offender Management (IOM) is a strategic, multi-agency approach to tackling crime in the community. Aimed at those offenders whose offending is seen as a priority in terms of impact on Community, the response to these individuals involves LBBD Community Safety Team, Police, Probation, and other core agencies offering services that positively contribute to reducing risk of reoffending.

2.2 Offenders managed through IOM will receive enhanced intervention such as extra help from drug and alcohol agencies, more home visits from the police and probation, more frequent reporting or extra licence conditions.

3. Current Cohort

3.1 Current IOM cohort consists of 44 offenders:

• 22 statutory (subject to court order or licence);
• 22 non statutory (not subject to either of the above);
• male 33, female 11.
3.2 Each member of the cohort is given a RAG status Red, Amber, Green:
- Red. Those offenders that ongoing intelligence suggests are high risk of current re-offending and not showing any motivation to change;
- Amber. Those offenders that recent intelligence suggests are still at risk of re-offending but are showing the signs or the motivation to change; and
- Green. Those offenders who are engaging and have responded positively to interventions. There is little or no evidence of offending.

3.3 There is also a Blue status given to those offenders who are in custody.

3.4 The current cohort RAG Status numbers for B&D are:
- red: 16
- amber: 10
- green: 4
- blue: 14

3.5 Since February 2014, 10 have been removed from the IOM cohort due to a sustained period where no intelligence of current offending was present. A further 19 have been added and a further 2 were removed but re-offended after only a short time and were placed back onto the cohort.

3.6 On 1 December 2014 Barking and Dagenham IOM will adopt the London-wide IOM Strategic Framework: This applies consistent criteria for assessing offenders as IOM suitable, based on OGRS scores. OGRS (Offender Group Reconviction Scale) provides an actuarial indication of risk of re-conviction. The application of the Pan-London criteria will increase the cohort size. An increase to 80 has been accounted for by the allocation of one additional police officer to IOM. Further CRC resource will be flexed into the IOM team as cohort numbers increase.

The IOM Team

The current profile of the IOM team in Barking & Dagenham is:
- Metropolitan Police Service: 2 officers;
- Community Rehabilitation Company: 1 Senior Probation Officer (SPO), 2 Offender Managers; and
- LBBD: 1 IOM Female Pathways Coordinator, 1 IOM Coordinator.

3.7 There is currently some degree of co-location at Roycraft House, but discussions are ongoing to find a more integrated solution, possibly at Dagenham Police Station.

4. The IOM Panel

4.1 For the IOM to work well it is important for all the relevant agencies to work together, sharing information and developing strategies to deal with members of the cohort. Therefore IOM panel meetings take place on a monthly basis. This is to discuss new clients; individuals’ RAG status and interventions needed; problems or good practice to be raised with the Reducing Re-offending Group. This is not a meeting where every case on the cohort is discussed, as this is done on a day to day basis within the IOM team.
4.2 IOM panel members consist of:

- CRC SPO Lead;
- IOM Coordinator LBBD/CRC;
- Anti-social Behaviour (ASB) Manager, LBBD;
- ASB Coordinator, LBBD;
- Temporary Accommodation Manager, LBBD;
- IOM Female Pathways Coordinator, LBBD;
- Complex Needs, LBBD;
- Senior CRI drugs worker;
- KCA drugs worker;
- CRC 2 Offender Managers;
- Metropolitan Police Service 2 Officers;
- Community Engagement Advisor, Job Centre Plus (JCP); and
- North East London Foundation Trust Barking and Dagenham, Access and Assessment Team.

4.3 There is a full exchange of information between all the agencies represented at the IOM panel. All the members of the cohort are checked each morning on the Police systems to see if they have come to notice, with up to date intelligence being passed to the relevant agencies. If it is known that an IOM member is appearing at Court, Police, Probation or Drug/Alcohol agencies will attempt to be there. Links have also been formed with Together For Mental Wellbeing, who have Forensic Mental Health Practitioners based in the Police Station and Courts. They are aware of our IOM cohort and also feedback information to the IOM team.

4.4 Prison and home visits are now being carried out in conjunction with Police, Probation and Drugs/Alcohol workers. In line with her role, the IOM Female Pathways Coordinator has also formed good contacts with HMP Holloway and has carried out visits together with the above agencies.

4.5 There is a great deal of supportive work going on with the IOM Panel to enable cohort members to desist from re-offending. However when it is necessary and cohort members show no intention of complying with their requirements, the panel has shown it is prepared enforce robustly. For instance, recommending at court that custody is the best option.

4.6 The Coordinator roles have also been working hard to educate wider staff groups about IOM. For example, at the request of JCP the IOM Coordinator has given presentations explaining the role of Probation and the IOM to both JCP offices in Barking and Dagenham.

5. Performance Management

5.1 IOM success is not necessarily judged by how many people on the cohort stop offending alone. By the very nature of the people on the cohort most are entrenched in their offending behaviour or have multiple needs to address. Success should also therefore be judged by a reduction in the volume or seriousness of offending, or in the most entrenched cases, by how many times they have been arrested and brought before the court.

5.2 LBBD IOM has been instrumental in the development of a performance tracker. The Tracker measures the performance of the individuals and the cohort as a whole, and includes data on re-offending rates and also soft information about progress in
interventions. It also measures enforcement actions taken by the responsible agencies.

5.3 If the individual is complying the tracker will reflect this. If the individual is not complying, the tracker reflects this and shows what action the IOM is taking to disrupt that individual, i.e. arrests, stop checks, home visits, Probation appointments and drug tests.

5.4 The tracker was developed to ensure that all indicators were relevant and the data could be accessed easily. This has been accepted as best practice by the central IOM Project Team.

6. Examples

6.1 This section outlines examples of work undertaken by the panel to demonstrate IOM work in Barking and Dagenham to the CSP Board.

Examples of swift and effective joint working by panel agencies

6.2 There is now a full exchange of information between all the agencies on the IOM Panel with daily updates from the Police, Probation and drug and alcohol services. Members of the cohort are checked each morning on the Police systems. If any have come to notice, such as arrest, court appearance etc. This information is passed to the relevant agencies. If it is known that an IOM member is appearing at court Police, Probation or Drug/Alcohol will attempt be there and feed back the result.

6.3 An urgent home visit was carried out by Police and the IOM Coordinator to a victim, when it was found that the offender was being released early and it was felt they needed to be informed.

6.4 A professionals meeting was called by LBBD ASB team with less than twenty four hours notice, when it was felt a cohort member posed a threat to a member of the public. Probation and Police attended and an injunction was applied for. This resulted in the cohort member being arrested.

6.5 LBBD Housing and Housing Benefit have been able to assist cohort members to maintain their tenancies when in most cases they would have failed.

6.6 The IOM panel was aware that a new female cohort member was entering drug rehabilitation, directly on release from prison. The IOM Female Pathway Coordinator worked closely with the complex needs Social Worker to track her progress in rehab. They identified issues for the IOM panel to support her recovery and reduce her risk of re-offending. A visit to cohort member at the residential rehab was carried out and an action plan for discharge was agreed.

6.7 Probation and Drug Agencies recognise that cohort members sometimes experience difficulties in complying with the rigorous reporting requirements that occur when they are required to report to Drug Agencies plus supervision more than four times per week. In order to enable compliance the IOM Probation case manager works jointly with the Key Workers to carry out supervision meetings at the Drug Agencies; Home Visits and drug testing in the community.

Ghost Academy
6.8 Ghost Academy is a 12 week level 1 hairdressing course. It is designed for vulnerable female service users who have barriers to accessing mainstream ETE opportunities.

6.9 The IOM Female Pathways Coordinator identified The Ghost Academy as an opportunity for female offenders to gain work experience and qualifications while addressing their offending behaviour. Working together with other IOM agencies the first course has finished with five out of the ten candidates completing level 1 and now progressing to level 2. The second course has now started.

6.10 IOM is now working together with Probation to link the Ghost Academy with the Women’s Empowerment Programme being run as part of Havering IOM, but with capacity to accept B&D women.

**Job Centre Plus Worker**

6.11 B&D IOM, working in conjunction with Havering IOM and JCP, have been instrumental in the appointment of a JCP worker based full time in the Romford Probation office. This was initially to deal with the IOM cohort, however it now includes all offender for BD&H.

**Case Studies**

6.12 48 Year old male with drug issues. Has been subject to the criminal justice system all his life, spending most of it in custody. He came out of prison where he completed a detox. He was firstly found temporary accommodation out of the Borough and then moved back to the borough when he displayed a commitment to engaging with IOM. He lapsed at one point and was returned to custody. The IOM Probation Officer informed the court of his willingness to comply with IOM and he was given a community sentence to run along-side his licence. IOM was instrumental in him maintaining his tenancy during this period. He is currently drug free and not offending.

6.13 35 year old female cohort member who had been continually evading arrest by the Police and attendance at Court. Her behaviour as a result of her drug and alcohol use was also causing concern for her well-being. Mental Health, Police, Probation and the Drug and Alcohol Agency worked together to ensure the arrest of the individual. The subsequent arrest and prison sentence allowed this person to detox whilst in custody and offered an opportunity for her to move on. This individual is not yet at the point where she has the ability to make the most of these opportunities, and remains in custody.

6.14 21 year old cohort member, who did not complete a full education and has not had any form of employment has been supported by JCP, Probation and Police to gain a training programme. The programme requires him to travel some way across London for two weeks. This has been difficult for him but with the support of the IOM agencies he has now completed the programme and gained full time employment He has now completed his current Community Order.
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