

Warwickshire Reducing Re-Offending Strategic Framework

2024 - 2028



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Contents

3	Context
6	Delivery of the Framework
7	Integrated Offender Management
8	Preventing Serious Violence
9	Drugs and Alcohol
11	HMPPS Reducing Re-Offending Plan
14	Appendix 1: MAPPA

Context

There is a duty under the Crime and Disorder Act 1998 (as amended) for Community Safety Partnerships to have a strategy for the reduction of re-offending.

In Warwickshire there are four Community Safety Partnerships (CSPs) covering North Warwickshire Borough, Nuneaton and Bedworth Borough, Rugby Borough and South Warwickshire (Stratford-on-Avon and Warwick Districts). The 4 CSPs have agreed to adopt a countywide strategic approach to the reduction of re-offending, under the governance structure of the Safer Warwickshire Partnership Board (SWPB).

Work to reduce re-offending is co-ordinated through three main work areas of the SWPB:

- Integrated Offender Management (IOM)

- Preventing Serious Violence

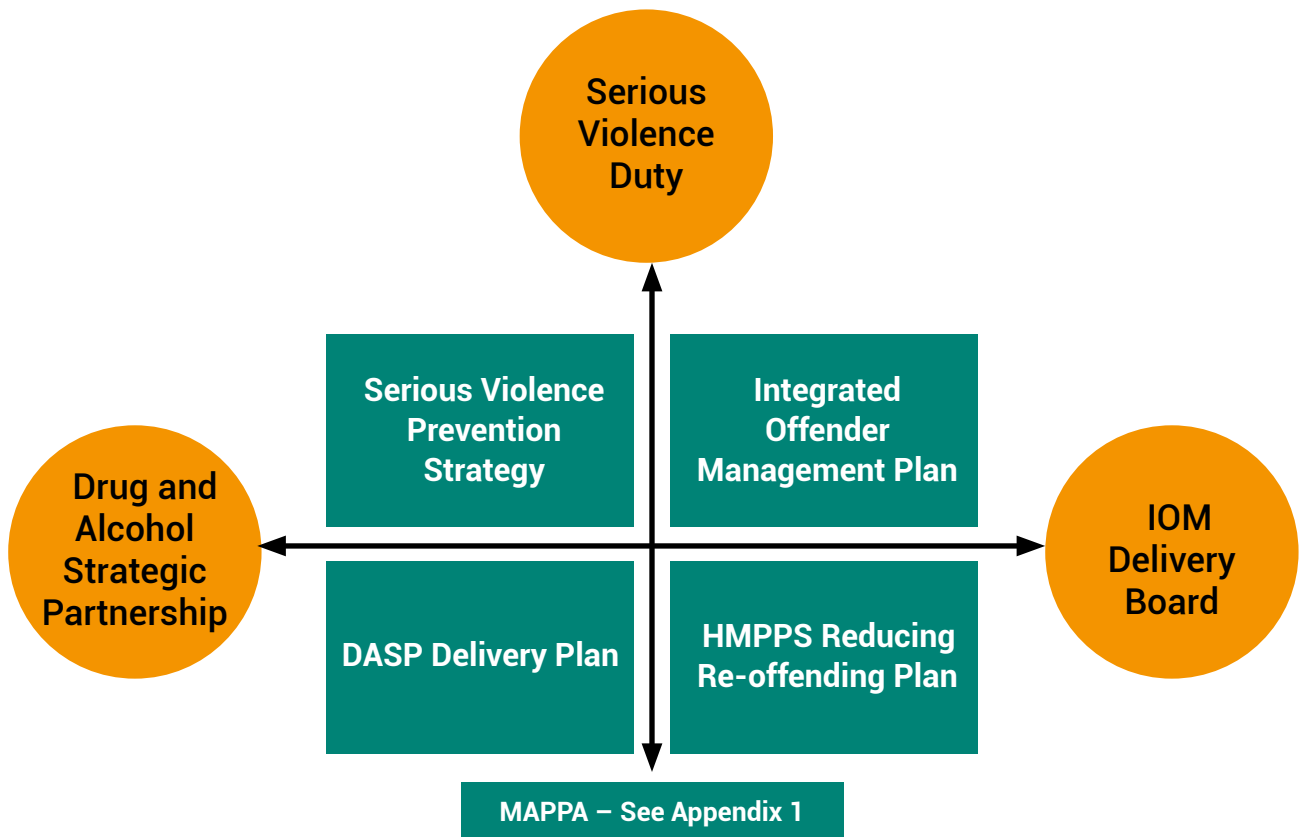
- Drugs and Alcohol.

Each of these work areas is overseen by a partnership group, which is required to report into the Performance Challenge Group of the SWPB. In addition, work of the Probation and Prison Services is driven by His Majesty's Prison and Probation Service (HMPPS) Reducing Re-Offending Plan.

Outside of the formal SWPB structure, Multi-Agency Public Protection Arrangements (MAPPA) also play a significant role in the reduction of re-offending. Information about MAPPA can be found Appendix 1.

Diagram 1 overleaf shows the Strategic Framework for Reducing Re-Offending in Warwickshire.

Diagram 1: Reducing Re-Offending Strategic Framework

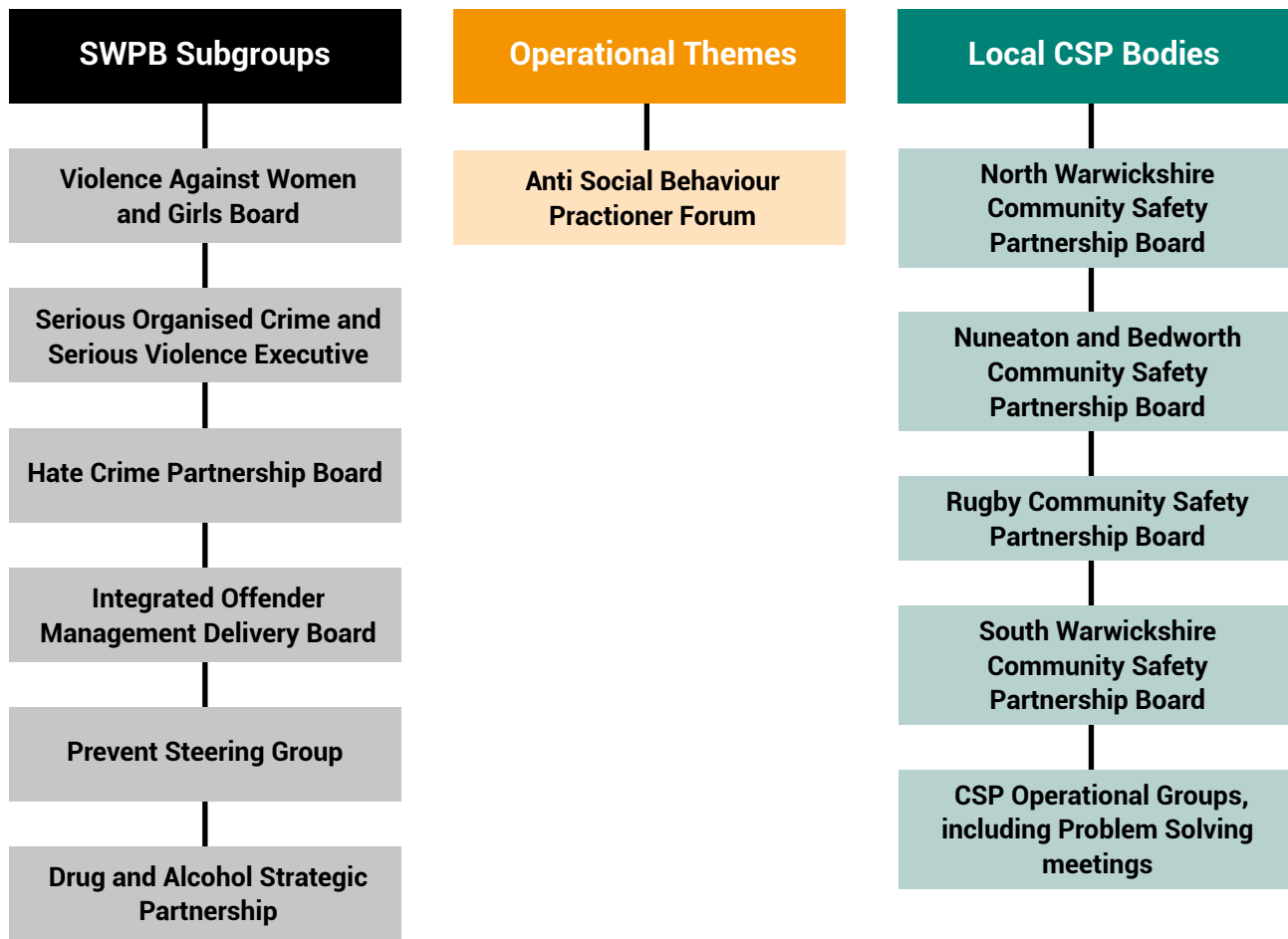


Diagrams 2 and 3 show the governance structure of the SWPB (interim December 2023), including the reporting arrangements for the Serious Organised Crime and Serious Violence Executive, IOM Delivery Board and Drug and Alcohol Strategic Partnership (DASP).

Diagram 2: Safer Warwickshire Partnership Board Governance Structure



Diagram 3: Safer Warwickshire Partnership Board Subgroup Structure



Delivery of the Framework



Integrated Offender Management

A new IOM Delivery Board has been established in 2024.

This Board will establish input, output and outcome measures to assess its effectiveness in reducing re-offending amongst the IOM Cohort.

The Delivery Board will be responsible for:

- Providing strategic oversight of IOM arrangements in Warwickshire.

- Delivery and oversight of the Warwickshire IOM arrangements as per the National IOM Programme of Work and the County Reducing Re-offending Strategic Framework.

- Holding all partners to account for their agency delivery lead functions.

- Learning and sharing information and good practice initiatives.

- Disseminating information as and when appropriate.

- Analysis of the IOM performance management dashboard to ensure the effectiveness of the IOM scheme.

- Acting as a source of guidance and expertise for the scheme operational leadership.

Preventing Serious Violence

There is a requirement under the Serious Violence Duty within the Police, Crime, Sentencing and Courts Act 2022 for both specified authorities and CSPs to have a strategy for preventing and reducing serious violence. As with Reducing Re-Offending, the 4 CSPs have agreed to adopt a countywide strategic approach to this and an updated [Warwickshire Serious Violence Prevention Strategy](#) has been produced for the period 2024 – 2030.

The strategy was produced in consultation with and on behalf of specified authorities, including the CSPs described above, and is overseen by the Safer Warwickshire Partnership Board.

A delivery plan is being developed to support the implementation of the commitments made in the strategy and will include a range of actions linked to reducing re-offending pathways, as follows:

- A peer mentoring pilot programme supporting young people in the criminal justice system with both practical support around skills as well as support around attitudes, thinking and behaviour.

- Delivery of the Identity Programme in schools to address a sense of place in the community and diversion from violence and criminal exploitation (attitudes, thinking and behaviour).

- Commitments connected to children and family, including:
 - establishing a multi-agency task and finish group to identify children affected by domestic abuse and co-design interventions.
 - use of the Safe and Well visits carried out by Warwickshire Fire and Rescue as an opportunity to identify risks of domestic abuse or other vulnerabilities in the home.

- Work by Youth Justice and Warwickshire Probation Service to co-produce an intensive support programme for 17-24 year olds who are affected by serious violence (education, training and employment and finance, benefit and debt).

Drugs and Alcohol

Criminal justice drug and alcohol treatment services are commissioned by the Office of the Police and Crime Commissioner for Warwickshire, and the provider will be a core member of the IOM Delivery Board.

Partnership work to tackle the harm caused by drugs and alcohol in Warwickshire is overseen by the DASP, acting as the mandatory Combating Drugs Partnership. As with the Serious Violence work, the DASP has a delivery plan with a range of actions linked to reducing re-offending pathways, including:

- Maintaining communication with appropriate Criminal Justice services to identify areas for streamlining referral and review processes for:
 - Drug Test on Arrest (DTOA)
 - Court mandated Alcohol Treatment Referrals (ATR)
 - Drug Rehabilitation Requirements (DRR)
 - Alcohol Abstinence Monitoring Requirements (AAMR)

- Work to improve the Continuity of Care for those leaving prison, ensuring that there is a quick pick up at point of transition from prison to community.

- A joint task and finish group to identify obstacles and opportunities regarding prison leavers and development of an action plan to address these.

- Support from treatment providers to court provisions.

- Development of a model of "parallel working" with a young offender between providers and the Youth Justice Service

In support of the delivery plan activity, the following posts and activity are being funded until March 2025:

- A dedicated prison in-reach worker employed by the adult drug and alcohol service provider to ensure more seamless transition from prison to community services and access to inpatient detoxification and residential rehabilitation provision.
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- A Not in Education, Employment or Training (NEET) worker employed by the children and young people drug and alcohol service provider.

- A family and friends support worker employed by the children and young people drug and alcohol service provider.

- An additional Criminal Justice worker to support with additional prison-in reach and support clients with a criminal history (to be recruited).

- Commissioning by West Midlands OPCC of an out of court PADS (pre-arrest diversionary scheme) initiative that extends to Warwickshire. This is being used as a pre and post arrest diversionary scheme for offenders with low level possession where individuals will be given the opportunity to attend education/training sessions and behavioural support.

- An IPS (individual placement support) programme that supports individuals in service to gain both training and employment and in work support.

HMPPS Reducing Re-Offending Plan

The HMPPS Regional Reducing Re-offending Plan (www.gov.uk/government/publications/regional-reducing-reoffending-plans) seeks to deliver the best possible service to the public, enforcing the sentences of courts and working together with partners, communities and people on probation to change their lives through reform, rehabilitation, and reparation.

Work is delivered by HMPPS under the following key themes:

Courts

Serving the courts to protect the public and reduce reoffending by:

- Building upon existing engagement with the Judiciary in order to build confidence in probation services sentence management and interventions.

- Ensuring that pre-sentence reports use all available information (including assessments from Liaison and Diversion teams) to inform recommendations, address the root causes of offending behaviour and meet the needs of people on probation.

- Ensuring that specific, complex and multiple needs are addressed through sentence planning.

Sentence Management

Working with other criminal justice partners to reduce crime and protect the public by:

- Recognising specific needs of people on probation (particularly people from ethnic minorities, women and young people on probation) in order to inform and embed inclusivity in approach to sentence delivery.

- Equipping practitioners to produce consistently effective sentence plans, with better sequencing of interventions, using strengths-based approaches that focus on multi-agency, wraparound support.

- Solving workforce challenges, managing capacity of staff to dedicate time to assessment, increasing the involvement of lived experience input, and improving minimum performance standards.

Interventions

Ensuring interventions that reduce reoffending are available by:

- Working with partners and the commissioned providers for advice and support, to improve outcomes for people on probation obtaining suitable and stable accommodation.

- Focusing on improved outcomes for people from ethnic minorities, women and young people on probation, working towards reduced disproportionality in the Criminal Justice System.

- Aligning the partnership strategic focus across the region to drive efficiencies and effectiveness by completing stakeholder mapping and agreeing co-commissioning priorities.

- Working with partners to develop evidence led interventions and evaluations

- Embedding effective delivery of Unpaid Work, Accredited Programmes and Structured Interventions.

- Commissioning rehabilitative services that address complex and multiple needs, including the integrated use of priority services: accommodation, mental health and substance misuse.

Victims

Working with the victims of serious crime, to help them on their journey to recovery by:

- Developing the victims' support offer linked to people on probation and delivery of Accredited Programmes and other Structured Interventions.

- Exploring vulnerabilities of victims and deploying preventative measures, particularly in relation to domestic violence. Ensuring victims are a core part of effective risk management and sentence planning.

- Exploring the most efficient methods of deploying staff and resources to deliver better services for victims.

Local Prisons

Working in partnership with local prisons to reduce crime and increase rehabilitation by:

- Ensuring that prison and probation staff work effectively together to meet the unique needs of offenders and improve the resettlement process.

- Delivering a core set of services (including advanced benefits claims, family services, health, education, training and employment) in prisons, along with other services to promote rehabilitation, reparation, reintegration and social inclusion.

- Maintaining and improving resettlement services building on best practice. This involves earlier, stronger and more consistent use of interventions pre-release and comprehensive support on the day of release to make sure prison leavers have access to the services they need.

- Ensuring greater consistency of support, particularly reducing stop-start rehabilitation journeys caused by short sentences and ensuring all providers, pre- and post-sentence are strategically aligned.

Appendix 1: MAPPA



Multi-Agency Public Protection Arrangements (MAPPA) provide a separate statutory framework for Police, HMPPS and other key Duty to Cooperate agencies (incl. Health, YJS, Housing and Children's and Adult Services) to work together to effectively manage the risks posed by sexual, violent, terrorist and other dangerous offenders within the force area. Although separately governed, MAPPA are an essential part of the county's overall approach to reducing re-offending and preventing harm and so are referenced here.

MAPPA processes locally ensure that all eligible individuals can be robustly managed, with co-working firmly established, in particular between Probation and Police.

Cases are managed at one of three MAPPA levels:

Level 1 management (Multi Agency Support) - where the risks posed by the individual are manageable by the lead agency (with multi-agency liaison) without the need for formal multi agency meetings (chaired by the MAPPA Coordinator).

Level 2 (Multi Agency Management) - where formal multiagency meetings would add value to the lead agency's management of the risk of serious harm posed, and one, or more, of the following applies:

- The individual is assessed as posing a high or very high risk of serious harm;

- Exceptionally, the risk level is lower, but the case requires the active involvement and co-ordination of interventions from other agencies to manage the presenting risks of serious harm;

- The case has been previously managed at Level 3 but no longer requires Level 3 management.

- Cases in the community are reviewed at least every 16 weeks.

Level 3 (Enhanced Multi Agency Management) - for cases that meet the criteria for Level 2, but where management issues require senior representation from the Police, HMPPS and Duty-to-Co-operate agencies:

- This may be when there is a perceived need to commit significant resources at short notice or;
- where, although not assessed as high or very high risk of serious harm, there is a high likelihood of media scrutiny or public interest in the management of the case and there is a need to ensure that public confidence in the criminal justice system is maintained.
- Cases in the community are reviewed at least every 8 weeks.

All Level 2 and 3 cases are jointly assessed, leading to an agreed multi-agency Risk Management Plan (RMP). Relevant Violent and Other Dangerous Offenders will be automatically adopted onto the Police IOM cohort. Sexual Offenders are managed in conjunction with the Police's Registered Sex Offender Management Unit (RSOMU). The MAPPA RMP sets out clear single and multi-agency actions agreed via MAPPA meetings to manage the risks posed. Local oversight of the arrangements is maintained via annual audits, chair / meeting audits and the overarching MAPPA Strategic Management Board (SMB) (and associated SMB Sub-Group), who meet quarterly to review the MAPPA Business Plan (including an operational risk register), monitor key performance data, and consider relevant multiagency objectives based on: developments in policy, learning from serious case reviews and updates relating to the National MAPPA Business Plan and national MAPPA Improvement Group (MIG). An annual MAPPA report, with an introduction by the SMB Chair, is published every October.

Local processes are closely aligned with that of MARAC and IOM, to promote inter-agency cooperation, to avoid duplication and to ensure the appropriate approach is taken for every case. Further details are available via www.mappa.justice.gov.uk.

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