



ACADEMY for JUSTICE COMMISSIONING

Winter 2013 News Bulletin

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Guest Editor



Andy Williams
Avon and Somerset Constabulary

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Welcome to the Winter edition of our quarterly news bulletin.

This issue has a focus on Integrated Offender Management (IOM) and is guest edited by Andy Williams, Head of Major Crime at Avon & Somerset Constabulary and an IOM expert with a Masters Degree in Applied Criminology. Andy has also recently had his research on desistance within the IOM context published in the Oxford Journal of Policing.

Academy News

Academy Commissioning Conference a big success

A full house of 100 delegates attended our inaugural conference on 15 October which featured expert speakers and round table discussions. Feedback has been excellent and the Academy is now planning to make this an annual event.

- 100% of delegates gave a good to excellent overall rating for the conference
- 100% of delegates gave a good to excellent rating for speakers
- 86% of delegates gave a good to excellent rating for relevancy
- The conference slide pack and filmed highlights of speakers are now available on the Academy website [Academy Innovative Commissioning Conference](#)

Academy learning groups

These groups are self directed, self supported groups led by an expert facilitator. We are

currently looking at setting up further learning groups and reviewing suggested topics. Do you have a topic that would work well in a learning group environment? **Social Care** as a topic is being considered and if you would like to be involved or have any suggestions for other topics email us at:

academy@noms.gsi.gov.uk

Manchester Academy Evening Seminars

We are still piloting evening seminars in Manchester and our next event takes place on 15 January 2014 at Manchester Metropolitan University, focussing on **NHS Commissioning for Offender Health**. Further details will be released shortly.

Feedback

If you have any comments or suggestion about our news bulletins or any other Academy service please email:

academy@noms.gsi.gov.uk

Editors' Comments

Thank you to our Guest Editor for this issue - Andy Williams, Head of Major Crime for Avon and Somerset and Wiltshire at Avon and Somerset Constabulary



*Andy Williams
Avon & Somerset
Constabulary*

On behalf of the Academy's two Integrated Offender Management (IOM) Learning Sets I welcome readers to this winter edition.

In preparation for writing this editorial I read with interest the previous autumn editorial, written by Ken Elliot from NOMS Health Commissioning Team. Ken opened his editorial with the paragraph "We are undoubtedly in a period of unprecedented change to both the Health Service and Justice System." I hope I do not get accused of plagiarism or copyright infringement but... We are undoubtedly in a period of unprecedented change that is likely to have a big impact on IOM and the wider Justice System. Clearly one of the most significant impending changes, is that contained within the Government's 'Transforming Rehabilitation' proposals.

Notwithstanding the accuracy of the above statements, as a serving police officer, I hope readers will understand and respect my resistance to comment on anything political within this editorial. Instead I would like to focus on the positive policy attributes of Integrated Offender Management in these times of change.

Since 2009 IOM Schemes have been appearing in all corners of England and Wales. During the early stages of establishment they set up in different ways and used different approaches. However the one constant appears to have been the establishment of shared multi-agency partnerships, focused on accelerating the reduction in offending of the most prolific offenders. In simple terms – bringing all of the key partners together, 'daring to share' information in order to reduce crime.

It has been claimed that 26% of active offenders are responsible for an estimated

82% of all measured crime (Budd et al, 2005). The most conservative estimate claims 10% of offenders commit over 50% of crime in England and Wales (Home Office, 2001). Whichever statistic is correct the theme all academics appear to agree on – only a few offenders commit most of the crime. Therefore it stands to reason, if we were to concentrate our efforts and focus on the few prolific offenders we are more likely to have the biggest impact in reducing most of the crime. Hardly rocket science I hear you say!

These multi-agency teams provide consistency in their messages to offenders – the provision of fast-track support, helping offenders to reduce or stop their offending behaviour (a concept referred to as 'Desistance'). At the same time these are not soft options – offenders who refuse help are targeted by law enforcement who repeat the same offers of support (something offenders are not used to hearing from cops!).

This simple yet effective principle appears to be working but it is not without its challenges.

The article written by 'Anonymous' is a very powerful message from a life-licencee who I have had the privilege to meet. When reading her article it is clear she wants to succeed and positively contribute to society whilst at the same time recognising the importance of 'employment' as a pathway to 'desistance'.

Contributors to this winter edition also highlight the challenges of trying to identify and provide the needs of BME offenders within the context of IOM. In addition we learn of the working practices of Catch 22, currently operating in South Yorkshire as part of the

YOI Doncaster payment by results (PBR) pilot -we all await these results with much interest (due to be published around March 2014). And finally we read of the positive results being achieved by the 'Springboard Project' in Staffordshire and West Midlands – of interest is the focus on 'outcomes' as opposed to 'outputs'.

I would like to extend my thanks to all contributors to this winter edition along with my personal thanks to the Academy of Justice for the support they have given both IOM Learning Sets. I would also like to put on record my thanks to all attendees of both IOM learning sets, for their enthusiasm and contributions during our meetings.

Finally, I would like to end by paying tribute to all of those statutory, non-statutory and voluntary agencies who all work together, daring to share information in order to reduce crime. I would also like to pay tribute to those offenders who have turned around their lives and are now making a positive contribution to society thanks in part to IOM. In these times of shrinking budgets and resources never has there been a better opportunity for the IOM approach to continue – after all we know it works!

I wish all readers and Academy members a peaceful and happy festive period.

*Andy Williams
Avon and Somerset
Constabulary*

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Wanted

Commissioning Learning Group Topics

Do you have a commissioning topic to explore that would work well in a learning group environment?

The Academy hosts self directed, self supported learning groups led by expert facilitators. We are currently looking to set up further learning groups and are seeking new, relevant commissioning topics to explore.

For more information on how to get involved or to submit a learning group topic for consideration please email academy@noms.gsi.gov.uk

The Red tape of Rehabilitation

I am a Recruitment Consultant in Central London. I spend my day speaking to potential employers, interviewing candidates, helping them with their CV's and preparing them to meet people who may offer them a job. Unlike most Recruitment Consultants, I do not go home at the end of the working day; I go back to HMP East Sutton Park in Kent.

I was 23 when I was given a life sentence and ordered to serve a total of 15 years, which was reduced to 12 in recognition of a guilty plea. I have spent ten years in various closed prisons. During that time my behaviour was considered as exemplary and I signed up for, and completed, every course available. I began studying for an Open University Degree in Psychology and Politics 5 years ago.

During my time in HMP Send I set up a medical advocacy service because I wanted to be able to speak up on behalf of women who needed a voice but whom, for a variety of reasons, were unable to make their own voice heard. Because I was seen to be making a positive

contribution to prison life and toward my own rehabilitation, the then Home Secretary approved my transfer (under the Guittard Ruling) to an Open Prison a year early. I have now been at HMP East Sutton Park for more than 20 months.

Finding a job is something that is expected of prisoners in Open Prison conditions, but it is one of the toughest challenges I have ever faced. So whilst the work-ready programme at HMP East Sutton Park was extremely helpful in terms of how to write a CV, and providing advice on when to address the subject of my conviction at interview – the problem was getting an interview. Most employers see that you have a criminal conviction on an application form and press the reject button immediately, or throw your CV straight into the bin. Working Chance, the charity for which I now work, addresses these issues head on, by engaging with employers so that when they send one of their candidates for interview, the employer already knows that they will be interviewing an ex-offender. However, when I started looking for paid work after completing a voluntary placement, I was rejected by more than 30 employers in the space of two months.



I went up to London on ROTL to get registered with Working Chance so that they could help me find a job. After meeting several of the recruitment consultants they offered me a paid job as a trainee recruitment consultant. Jocelyn Hillman, the CEO, knew me from my HMP Send days and said she and the recruitment consultants saw something in me which made them think I'd make a great consultant. After six months' training, I passed my probationary period and am now a fully-fledged recruitment consultant!

The candidates that Working Chance place into work are all women with criminal convictions, so I am able to empathise with all the difficulties they face. I am also able to act as an ambassador and advocate for the charity and women with convictions. When employers

first meet me they are unaware that I am a serving offender, and when I tell them it often makes them question their preconceptions and fears about employing an ex-offender.

Working and earning a salary is crucial to my preparation for eventual release. I pay tax like any other employee, my travel costs, and on top of that 40% of my remaining earnings towards Victim Support. I use my holiday allowance and unpaid leave to cover my home visits to see my family. I am fortunate that my employer allows me to do this, when many other employers may not be so flexible.

I have to overcome many obstacles to be able to do this job. Before I leave the prison I have to be security checked, ensure my licence is correct and wait for the day staff to come on duty. If any of these checks are delayed for any reason I miss my train, which results in me being late for work. To allow time for these checks, on top of my commute to work, I get up each morning at 5.30am to make it in to work for 9am. This is an example of how conflicting the messages one gets from the Prison Service can be. Told and encouraged to go out to work, whilst at the same time putting obstacles in the way of actually being able to achieve this.

When I started at Working Chance, my licence stated that I was prohibited from using the internet which, as you can imagine, is an essential tool for a recruitment consultant. I had

to make my case to the prison authorities so I would be able to do my job as well as anyone else. I am articulate and determined so I was able to get my point across - but not every prisoner would have the confidence to do that, or to challenge a ruling that is an obstacle to employment.



Sometimes the red tape surrounding the granting of a licence is an insurmountable barrier to people who want to work. For example, all prisoners have to be risk assessed within an inch of their lives, all placements have to be signed off by the police, and the premises where the prisoner will work has to be health and safety checked first by the prison. These checks can take weeks to complete, by which time many employers lose patience and think that employing a serving offender is more trouble than it's worth. This bureaucracy puts serving offenders at an even greater disadvantage in the employment stakes.

A big part of preparation for life outside of prison is getting used to taking responsibility for yourself again. Being able to negotiate the outside world after experiencing prison is a vital ingredient to success - as your

whole life will have changed. I would like to see prisoners on licence being encouraged to assess and deal with everyday life much more before they are released, which will, I believe, reduce the risk of reoffending.

Going to work when you are in prison is a choice. Those, like me, who have taken that opportunity, do so because we want to make something of ourselves and move on from the mistakes of our past. I also want to be a role model to my children. Sometimes, however, the red tape and obstacles put in our way in the name of risk mitigation seem contradictory and over the top. In addition, it takes away our chance to learn to manage these risks for ourselves. Anyone serving a prison sentence knows that the freedoms granted by a licence are a privilege not a right. They also know the consequences of abusing that trust.

The opportunity to do a job I enjoy, and which also helps other women in similar circumstances is one for which I am profoundly grateful. I am learning to navigate the world before release. Taking personal responsibility is only something that can be learnt by doing, and working on licence offers me that. The more serving offenders who are given the chance to do this before release, the better it will be for them, for their families and for society as a whole.

Anonymous



Integrating and managing the needs of BME offenders



Dr Angela Christopher, MBE

Are BME offenders being failed?

An effective integrated offender management approach will utilise needs assessments to ensure that at all stages each organisation contributes to the process. However, funding streams usually determine outcomes, targets and resources; which will include the availability of staff; their skills and capabilities. Organisations will have their own agenda, aims and objectives, which may unintentionally exclude consideration of specific characteristics of the population they aim to serve.

This article makes reference to the needs of BME offenders and sets some context that poses the question 'Are BME offenders being failed?' and relates to the Integrated Offender Management key principle; multi-agency problem solving approach by focusing on 'offenders' not offences'.

BME statistics:

- BME people make up 26.1% of all prisoners that reported their ethnicity and declared themselves as BME, Black or Black British according to a

recent report published by NOMS

- This group accounted for 13.1% of the average prison population at 31 March 2012 and 2013 and is over-represented at each stage of the criminal justice process.
- Black males are more likely to be excluded from education and are included at all levels of the Criminal Justice System
- Black men are 7 times more likely to be stopped and searched, arrested and convicted.
- Black people make up 6% of community provision and their existence in the system is substantially higher than their 2.9% share of the population of England and Wales (aged 18 and over) which is 12.4%, as recorded in the 2011 Census.
- Educational statistics show that children from Black Caribbean backgrounds are on average four times more likely than white pupils to face permanent exclusion from school
- In London 80% of excluded boys are black.
- BME males are between 5 and 12 times more likely to be diagnosed with schizophrenia

than their white counterparts and then given anti-psychotic drugs rather than access to counselling and appropriate therapies according to Dr Kwame McKenzie, psychiatrist at University College London



- The proportion of black people in prison in England and Wales is higher than in the United States and another claim that in 2011 there were more Black men in prison than were enslaved in 1850.

These statistics would suggest that the 'system' is failing the BME community as a whole, which inevitably impacts on the offender. By the time prisoners and offenders are included in the criminal justice system many may have already experienced educational exclusion and according to the Equality and Human Rights Commission, a lack of an understanding of how to support BME people to address this phenomenon may

result in a continual cycle of exclusion. What is the effect on the individual?

A Call to Identify the Needs of BME Offenders

How do the statistics quoted above impact on BME offenders? Individuals, families and the community's experiences may have to be taken into consideration when attempting to meet their needs. Historical media and societal representations of this group will have a detrimental effect on its members unless individuals have the strength to rebut the 'self-fulfilling prophecy' of failure, become exceptional in their endeavours and become 'successful'.

With more than a quarter of the prison population representing the BME community, all organisations should be keen to focus their attention on how they might identify and address their needs. For example, assessments are usually conducted using a 'one size fits all' approach with generic assessment tools used to determine the types of services BME offenders or prisoners may need.

Addressing the needs of BME Offenders

Literature shows that issues facing the BME community could result from discrimination or racism on the part of an institution and further discriminatory practice could also be reflected by individuals involved in decision making who may not consider the over-representation an issue. Having recently reviewed 24 research



reports and articles on this issue, a range of recommendations have been made but have yet to be implemented. At a recent meeting of professionals with an interest in this issue, there was a suggestion that a need exists for BME researchers to be commissioned. The outcomes and recommendations could be compared with existing data and where agreed, actions implemented, monitored and reported upon. We will then have an understanding of *how* to address the issue of disproportionality and over-representation of BME people throughout the criminal justice system.

The following points are derived from anecdotal contributions from ex-offenders, statistics and recommendations as part of a doctoral thesis that may at least prompt debate;

- Christopher (2013) to address cultural competence, all organisations should consider deploying professional, qualified, experienced staff from the BME community into strategic, decision making roles. They can contribute to effective policy development and implementation. Role modelling enabling offenders to progress and desist from reoffending may then be effectively reflected throughout the organisation. This suggestion may be

considered controversial but where there is a commitment to effective change, this could be an answer but will require further enquiry appropriately conducted.

- Create an assessment tool to adequately measure and address possible needs of BME offenders. Provision is often influenced by current government policy, national statistics and perceived outcomes which determine how organisations develop their funding bids. Standard assessment tools achieve efficiency but cannot identify the specific needs of the BME population.
- 50% of Black people over-represent in unemployment statistics therefore reducing reoffending through employment may be impossible for this group. Agencies that offer employability skills and training should assist this group to consider self-employment, or depending on their crime, encourage them to work towards a profession that is excepted under the Rehabilitation of Offenders Act 1975. Share the truth about their chances post release and support them to explore viable options.
- Develop and provide programmes with the support of identified BME professionals to enable BME offenders to develop positive identity despite negative stereotype and experiences. Through role models, create opportunities to explore and acknowledge

the effects of their experiences through structured programmes or therapies. Programmes already exist to support the development of self-esteem without which according to Maslow (1968) could impede progress towards self-actualisation. When an individual has a positive sense of themselves they are more likely to develop confidence and competence in themselves and their abilities.

- Resilience and the ability to bounce back despite the challenges is a characteristic BME prisoners, offenders, ex-offenders (and staff) need to develop. This again will require partnerships and engagement with BME professionals with the skills to support this process.

Many studies commissioned regarding the disproportion of BME people throughout the criminal justice system have shown that their existence has

not diminished. Further exploration by culturally competent researchers across all offender management services and recommendations that if implemented could make a difference should be considered if there is a real commitment to address this issue.

Dr Angela Christopher MBE

afherb@yahoo.co.uk

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Integrated Offender Management - “It Works”



*Andy Williams
Avon & Somerset Constabulary*

Why would a career Detective who has spent his entire service trying to help victims by ‘locking up’ dishonest, prolific and dangerous offenders suddenly be a champion and advocate for what some may perceive as ‘soft’ options such as ‘integrated partnerships’, ‘peer mentoring’, ‘drug and alcohol treatment’? The simple answer to this is contained in something that is dear to every police officer (especially career Detectives) – evidence.

Approximately four years ago, my then Chief Constable, enquired as to my degree qualification – my cheeky, yet respectful response to this question was - *“I have a degree in cleaning toilets on diesel submarines where I graduated with honours!”* Recognising I had a sense of humour, he decided I also needed an education and sent me to Cambridge University to complete the Police Executive Programme (Masters degree in Applied Criminology and Police Leadership).

The Police Executive Programme is led and directed by Professor Lawrence Sherman. The main

theme running throughout the course is a concept called ‘Evidence Based Policing’, something I had not previously experienced (*see Sherman, 1998*). In essence this was a method of policing that integrated academic research, overlaid with good leadership to identify and implement the best police tactics to tackle a particular policing problem – in simple terms implement ‘what works’ not what we think ‘works’. My ‘take-away’ from the course was a self-imposed challenge – *“why does the police service not use evidence and research to better inform policy?”*

In my view, this was an extremely legitimate challenge – despite the police service requiring evidence to prosecute offenders, there was a view that we appeared to lack evidence when implementing policy or delivering some police tactics. Until then, many would argue police policy was based on experience and gut feeling (something that has some merit), or who shouts loudest (something that has less merit).

At the time (and as a career Detective) I was always fascinated why some offenders continue to rebel (a concept criminologists term as ‘defiance’), while others appear to reduce and

stop (which criminologists recognise as ‘Desistance’). Was there anything anyone in the criminal justice system did or could do to accelerate this ‘Desistance’, reduction and cessation from offending especially amongst the most prolific and hardened offenders?

To test this concept I decided to research desistance by studying the Bristol Integrated Offender Management (IOM) Scheme implemented by the then Assistant Chief Constable, John Long and Probation Chief Executive, Sally Lewis. The scheme claimed to significantly reduce crime in Bristol by bringing together Probation, Police, Prisons and Criminal Justice Intervention Teams, along with partners from the voluntary sector, who all helped address the criminogenic needs of the most prolific offenders. However, at the time there appeared to be a lack of research evidence to show whether IOM worked or not (at the time the only IOM research available appeared to be the excellent review of the London Diamond Project (*Dawson et al, 2011*) which appeared neutral on whether or not IOM worked).

The Bristol IOM Scheme used the ‘carrot and stick’ approach

to address offending behaviour – the scheme selected the most prolific and harmful offenders (serious acquisitive burglars, car criminals and street robbers), and gave them ‘no choice’ (“come on board and receive help or face the consequences”), which often meant they would be targeted by police surveillance teams, resulting in their further arrest and remand back to prison. While in prison they would be visited by the same IOM team and once again offered the support and help to change their offending behaviour. This included fast-track drug and alcohol treatment, help in finding accommodation, along with education and debt management. If they refused, the cycle of police targeting would continue and would become a war of attrition until the offender decided to change their behaviour.

I wanted to establish if this ‘carrot and stick’ approach to offender management worked or not. In order to do this I conducted a quantitative study of 155 IOM subjects who received IOM treatment. In essence, (after many long evenings spent coding the treatment - and eating take-away pizza!), I reviewed their offending rates 6 months before they joined IOM and 6 months after they completed the IOM treatment.

The findings were staggering and in my humble opinion offer a great deal of optimism for the future: -



- Statistically significant reductions in re-arrest rates of between 62% to 78% for those who received IOM treatment
- Seriousness of re-arrest reduced by a statistically significant rate of 67%
- However for the control group (those who were selected for IOM but for some reason did not receive IOM treatment) - their reoffending rates rose by a staggering 197% (with a statistically significant rise of 15% in the seriousness of their re-arrest) – suggesting it may be dangerous not to provide IOM treatment?

In addition, I also studied the treatment each offender received. These also showed great promise, especially for some of the more inexpensive treatments. Given the reduced budgets and resourcing pressures, these findings were particularly timely and relevant.

Notwithstanding this, I recognised my research had limitations (i.e. size of cohort and period of follow-up research being the most significant). Despite these limitations my research appeared to grab the attention of academics and some policy makers. As a bonus, I graduated (kneeling on the same

cushion at the Cambridge Senate House, as Sir Isaac Newton, numerous Nobel Prize winners and of course Ali G!). I also found myself being invited to present in Chicago (*American Society of Criminology*), Edinburgh (*Society of Evidence Based Policing*) and 10 Downing Street (*Cabinet Office Behavioural Insights Team*)!

Apart from being given such a wonderful opportunity to study at the best University in the world (forgive my bias!), I actually feel the real benefit is beyond academia. The Bristol IOM (along with many other similar schemes across England and Wales) is a relatively new concept of joined up multi-agency partnerships, all working towards the same-shared vision and objective of reducing crime. The foresight, vision and leadership demonstrated by ACC John Long and CEO Sally Lewis in Bristol, required bravery and courage. IOM is not everyone’s cup of tea – some see it as a soft option. For the Bristol model, nothing could be further from the truth. Some may also have expected a ‘back-firing’ effect of offenders, who, given no choice to participate on the scheme, decide to rebel and kick back against the criminal justice system and society in general. This however was not what my study found – IOM in Bristol appeared to work!

During the Academy for Justice Commissioning IOM Learning Group meetings it has been clear that many people working both inside and outside of IOM,

truly believe IOM shows great promise. During one of these learning group sessions, held at HMP Brixton, we could not help but be moved by the accounts given by ex and current offenders who appeared to support the concept and principles of IOM, (the article published in this edition from the anonymous life-licencee are testimony to the potential promise 'employment' can

provide in achieving desistance). Despite the financial and resourcing challenges that continue to threaten all of us, I truly believe IOM works and deserves to have a very bright future. But do not simply take my word for it - offenders who have first hand experience believe IOM works, agencies working within the criminal justice system also believe IOM

works, but most importantly and significantly the evidence base appears to demonstrate IOM works.

Long live Evidence-Based Policing!

*Andy Williams
Head of Major Crime for
Avon and Somerset and
Wiltshire*

Bibliography and notes:

1. The author (along with Barak Ariel, PhD) has conducted a follow-up study to the above study, which can be found in the Oxford Journal of Policing (Volume 7, No 2, 2013 - <http://policing.oxfordjournals.org/content/7/2/123.short>).
2. Sherman, L. W. (1998). Evidence Based Policing (Ideas in American Policing Series). Washington, DC: Police Foundation.
3. Dawson, P., Stanko, B., Higgins, A., Rehman, U. (2011). An Evaluation of the Diamond Initiative: Year Two Findings. London: London Justice Partnership.
4. Police Executive Programme - <http://www.crim.cam.ac.uk/courses/police/>
5. Readers may also be interested to learn of the new College of Policing 'What Works Centre' which will hopefully continue to embed the concept of Evidence Based Policing within the service - <http://www.college.police.uk/en/20399.htm>

Catch22@: working with IOM partners in South Yorkshire



*Peter Jones
Catch22*

As a VCSE organisation, Catch22's role and responsibilities in the HMP & YOI Doncaster PBR pilot place them in a new and different position. Catch22 has worked closely with local partners across South Yorkshire including Police and Probation led IOM teams and have taken a strategic and operational approach, seeking to work alongside the IOM teams and finding new ways to support work to reduce reoffending both within the prison and through the gate.

As part of a Government pilot binary payment by results scheme Catch22 play a lead role in delivering offender management at HMP & YOI Doncaster in an Alliance partnership with Serco. HMP & YOI Doncaster is a Category B local remand prison with an occupational capacity of 1,145 prisoner bed spaces. The Payment by Results pilot was launched in October 2011, the first cohort year of a 4 year pathfinder.

The measure of success is a total desistance from reoffending for any offender uniquely discharged from Doncaster within a 12 month cohort period. 10% of Doncaster's contract price is immediately at risk against achieving a 5% improvement in reoffending rates set against current baseline data. Results for the first cohort year are expected around March 2014 with interim Ministry of Justice reoffending statistics showing an encouraging 3.2% (*Ministry of Justice, Annex A, Interim Re-conviction*



Figure for Peterborough and Doncaster Payment by Results Pilots, October 2013).

The Alliance partnership gives Catch22 responsibility for all offender management services at the prison, including Bail Support, Legal Services and Initial Categorisation and Allocation (ICA). To help enable this Catch 22 have subsequently entered into a Service Level Agreement with South Yorkshire Probation Trust who have the lead role for the statutory supervision of all offenders serving over 12 months. For those serving shorter sentences Catch22 takes the lead role, engaging from the start of sentence and following release.

Offenders/service users serving over 12 months and with a low to medium risk of harm and reoffending are allocated a Catch22 Case Worker is trained in completing OASys assessments, sentence planning and risk management. High risk cases remain with Probation and therefore all sentenced offenders entering Doncaster now benefit from structured end to end case management support from a Case Worker allocated on arrival. What is unique about the service is that offenders who are in cohort and serving less than 12 months are seamlessly allocated a Community Case Worker who

engages the service user during their sentence and works with them following release to support to manage their risks and needs. Catch22's Case Worker approach is to develop high quality relationships with each service user, with an emphasis on increased therapeutic alliance from an early stage in the sentence - which has been shown to promote desistance from further offending.

Managing those serving short sentences has required innovative and progressive approaches. Interventions are now sequenced throughout the sentence journey, in custody and following release focussing on complexity, risks, needs and sentence length. Drawing from the Meganexus risk and needs led assessment a SMART support plan is agreed for prisoners serving less than 12 months and reviewed regularly throughout the sentence, ensuring needs are met effectively and in an agreed timeframe.



Catch22 has a long and well established history of engaging service users and establishing high quality relationships. As part of a tailored support plan guided by Community Based Case Managers, a pool of 56 Volunteer Mentors are matched to service users at HMP/YOI Doncaster, offering valuable support whilst in custody and through the gate, as part of a

tailored support plan guided by Community Based Case Managers. Volunteer Mentors play a crucial role in providing help on the journey away from criminal justice services, with practical and emotional support, advocacy, befriending and resettling service users back into our local communities. These Volunteer Mentors bring with them a wide range of skills and experience from graduate and academic backgrounds to those with life skills or who can offer support uniquely to Veterans in Custody, having themselves served within the armed forces.

Integrated Offender Management

Catch22 recognises the important role of Police and Probation led IOM teams and following the start of the pilot they have become involved in local IOM arrangements across South Yorkshire, working at a strategic and operational level and seeking to add value by focusing upon those released from short sentences.

Community Case Workers are now embedded within local Integrated Offender Management Teams (IOM) and they also work inside the prison where they are located on the Resettlement Wing.

Every effort is made to support the offender to make positive changes in their own communities with Community Workers attending local community IMPACT team meetings to work closely with joint agencies, managing risk and sharing intelligence about



who is progressing well and who might need additional support / interventions.

This relationship now extends further, with South Yorkshire Police IOM Teams basing staff in the prison to identify IOM nominals early in an offender's sentence, thus promoting engagement with both the statutory and non-statutory elements of the scheme. Working closely with Catch22, the IOM team are able to liaise directly with Case Workers in the prison to establish the level of engagement and how well each offender has been progressing in custody. In this way the IOM Team are able to provide positive input into the support planning process and begin to build positive relationships with offenders in custody in readiness for release.

South Yorkshire Probation Trust has also allocated resource to work alongside IOM Teams focused upon statutory cases posing a higher risk. This enables Catch22 to work alongside Police and Probation led IOM Teams to establish lead agencies roles upon release and coordinate resources and prevent duplication of work.

This approach goes beyond previous models seen across the UK by aligning Catch22's end to end Case Worker model with the coordination of IOM

nominals from reception to release or transfer. Developing an on-site IOM hub, involving the coordination of intelligence, risk management and case management that now extends through the gate, is a leap forward for South Yorkshire IOM Teams. This joint working process has already begun to show early signs of success, with some hard to engage offenders now agreeing to engage with the IOM scheme after meeting IOM workers during the early part of their sentence and now fully



understanding the benefits of the support that is on offer. This coordinated approach will enable IOM teams to track and monitor offenders throughout their custodial journey through a close working relationship with the Catch22 Case Worker. Working closely with South Yorkshire Police and South Yorkshire Probation Trust, Catch22 has therefore developed a joint working model that coordinates activities throughout the sentence by pooling the resources of each agency contributing to a shared goal to reduce reoffending.

Adopting this approach has enhanced the coordination of work with offenders being

released from HMP/YOI Doncaster, preventing duplication and promoting joint working. In a time when organisational budgets are stretched, this approach seeks to identify lead agencies upon release, spreading resources much more strategically whilst aiming towards achieving a common goal of reducing reoffending. This model offers a blueprint for the future and heralds the potential for using the new network of resettlement prisons identified as part of the Transforming Rehabilitation proposals.

The model of Probation maintaining responsibility for high risk case loads and the VCSE sector managing the low to medium risk groups bears a striking resemblance to the Governments intentions through the Transforming Rehabilitation agenda. Catch22's innovative and progressive delivery approach, supported by statutory and local VCSE partners provides an early and reassuring glimpse into how such working relationships are achievable and how static and dynamic risk can, and is, being managed effectively and safely between multi-agencies on a day to day basis.

*Peter Jones
Catch22*



Springboard to better IOM



Professor Richard Tomlins

The Prison Reform Trust says that “women’s prisons are not full of serious and violent offenders, instead they are being used as stopgap, cut-price providers of drug detox, mental health assessment and shelter – a dumping ground for those failed by public services.”

Similarly The Ministry of Justice’s new document on “Strategic objectives for female offenders” outlines how female offenders should receive more targeted support to break a cycle of crime and abuse.

It identifies that it costs £45,000 to keep a woman in prison for one year - while almost 45 per cent of all women released from custody in 2010 reoffended within 12 months, committing more than 10,000 further offences and creating countless more victims. For women serving fewer than 12 months in prison, the reoffending rate rises to 55.6 per cent.

It notes that many female offenders have a background of abuse and up to 56 per cent have been in care. The proportion of female prisoners that report abuse in their lifetime is double that of males. In 2011



self harm was 10 times higher than for men. Females in custody are twice as likely to suffer from depression and around 60 per cent of women leave behind dependent children when entering prison.

Far too often, custodial services do not benefit women, their families, relationships and networks...or society.

Riding ahead of this curve of opinion Staffordshire and West Midlands Probation Trust (SWMPT) introduced the initiative of a dedicated advice and resettlement support service for women. This involves supporting interventions for women offenders in Coventry as part of a Court Order with Specified Activity Requirement (SAR) or under post-release licence supervision.

The aim is to assist individuals to establish a stable lifestyle away from crime and resettle successfully in the community. This includes supporting individuals referred to locate and to take up appropriate

education, training, employment and volunteering opportunities to avoid further offending.

The SWMPT contract was awarded to Fry Trust for the provision of a dedicated ETE (education, training, employment) advice and support service. However, it became apparent almost from project inception that the offer and delivery from Fry Trust, captured but also far exceeded that offer, springing from the flexibility of Fry’s service provision and its relationships with the community and voluntary sector.

To achieve the ETE outcomes Fry has had to support offenders to develop the confidence and skills to enable them to enter the work market. The emergence of these softer outcomes of self-confidence and self-esteem from project inception encouraged Fry Trust to commission a Social Return on Investment (SROI) from Professor Richard Tomlins of Cohesia on its SWMPT project which became known as “Springboard”.

There are a number of problems with current criminal justice measurement and evaluation methods, including the following which SROI can address:

- measuring levels of re-offending is considered so

important that other important outcomes for society and for offenders themselves are often neglected.

- women make up a small proportion of the offender population, so measures have been developed mainly with male offenders in mind and without taking women's distinctive offending profile and needs into account.
- the OASys (Offender Assessment System) information programme does not track the progress of most non-violent women offenders because they usually serve shorter sentences. OASys is only used for those serving a sentence of one year or more.
- measurement focuses mainly on where interventions fail, rather than measuring any successes in enabling offenders to lead fulfilling, law-abiding lives. This means it is very difficult to build up an understanding of why some people in the system succeed and to adapt services accordingly.
- there is too much focus on *outputs* and not enough on *outcomes*.

The results of the springboard SROI will also provide data to engage with the debate on the value of criminal justice innovations, preventative initiatives and Payment by Results.

We know that Springboard offers strong examples of IOM through inter agency work between magistrates, SWMPT, education and community and voluntary



sectors. These include the connections of Fry to homelessness, legal and benefits' organisations, sexual health agencies and a wider informal sector.

The Springboard project timeline has now been extended and continues to gain "buy in". The programme intended for 25 participants has now flexed and expanded to cater for 51, double the numbers planned for 12 months in not yet 15 months.

23 participants have already completed the programme with a range of demonstrable positive outcomes and along with material from current service users display 8 emerging themes:

- i. positive criminal justice outcomes, for example markedly lower than expected breaches etc.
- ii. wider positive hard outcomes training courses attended and employment gained.
- iii. prevention of negative outcomes - homelessness prevented, reduced indebtedness.
- iv. other positive personal outcomes such as reduced drug use, improved mental health etc.
- v. wider softer outcomes, e.g. confidence and self-esteem,

reductions in depression and anxiety.

- vi. positive impacts on family relationships.
- vii. contributions back to community such as volunteering.

With research approval from NOMS the SROI can now be completed demonstrating the benefits of IOM, the flexibility of community and voluntary sector involvement and critically, the gains from peer interaction, challenge and support.

In some instances successes have brought new challenges. Participants who initially struggled to cope with the group meeting ethos of Springboard and its informal meeting venues have developed the confidence to mix with other women and allow their children to play with other children as part of a journey to volunteering for others.

There is a need for the peer meetings to be a springboard to wider positive social outcomes.

The flexibility of the Fry Trust support is critical in avoiding the successes of the new peer group social settings also being the limits of service users' aspirations and comfort zones. The project staff have been busy recruiting a host of volunteers who are already providing additional value by supporting service users beyond the confines of the project into a sustainable ongoing life, the next stage of the women's journey.

***Professor Richard Tomlins
Director, Cohesia Ltd***

Academy Evening Seminars

These events are free and open to Academy members and provide important context for our work as commissioners & providers, open up networks of contacts and promote the role of the Academy amongst participants from other sectors.

If you would like to attend, please ensure you have registered as a member of the Academy prior to requesting a place. Registration is free and only takes a couple of minutes. Please follow this link to the [member registration form](#) on our website

To book your place please email your job title and organisation to Janet at: academy@noms.gsi.gov.uk

Please note that delegate places are limited and are offered on a first come first served basis

A year in the life of Police and Crime Commissioners

Tuesday, 14 January, 2014

featuring

Angus Macpherson, PCC for Wiltshire

and

Martyn Underhill, PCC for Dorset

As they mark their first year in office the Academy has invited two Police and Crime Commissioners to highlight their key priorities during their inaugural year, the challenges they have faced and the successes they have achieved.

Venue: MoJ HQ, 102 Petty France, London. SW1H 9AJ

MANCHESTER EVENING SEMINAR

NHS Commissioning for Offender Health

Wednesday, 15 January

featuring

Dr Peter Elton, Clinical Director, Strategic Clinical Network

and

Sarah Lewis, Health and Justice Public Health Specialist, Public Health England

Venue: Manchester Metropolitan University

Partnering for Success: What it means

Thursday, 13 February

featuring

Tim Cummins, President & CEO, IACCM

In this seminar Tim will explain why we need to build partnering capability and give a brief overview of partnering types. He will also discuss the need to develop 'eco-systems' through an interconnected supply network and offer examples of what that means for civil service staff and their interactions and management of supplier relationships.

Venue: MoJ HQ, 102 Petty France, London. SW1H 9AJ

Academy Information

The Academy for Justice Commissioning seeks to source and promote excellence in justice commissioning.

By setting standards and raising commissioner capability we will support the transformation of justice services to enable improved effectiveness and increased public confidence in the justice system.

Academy conference delegate feedback

"Excellent calibre of speakers and a good mix of attendees from all sectors."

"Very good to have an all day event with a range of speakers offering something that was directly relevant to you and giving the opportunity to learn about other areas and meet people with different perspectives."

"Excellent speakers, pushing boundaries"

"A good day that was energising and got the creative part of my brain working again!"

"I liked the honest and no frills aspect of speakers perspectives"

Contributions and feedback are most welcome.

If you are interested in submitting comments, relevant information or an article for inclusion in a future edition please contact Janet at academy@noms.gsi.gov.uk or call Janet on 01733 443 191

The Academy Executive Group members are:

David Keegan, Legal Aid Agency (*Chair*)

Simon Marshall, National Offender Management Service (*V. Chair*)

Martin Blake, Ministry of Justice

Deborah Clow, National Offender Management Service

Janet Cullinan, Academy for Justice Commissioning

Matt Webster, Her Majesty's Courts and Tribunals

Patsy Northern, Department of Health

Mark Ormerod, Probation Association

Hywel Thomas, Ministry of Justice

Tessa Webb, Hertfordshire Probation Trust

Ed Tullett, HMP Brixton

Kerry Wood, Legal Aid Agency

A selection of past Seminar Topics

Developing Community led Approaches to Designing & Delivering Services

Developing Commissioning Skills

Third Sector Commissioning: the reality

The Future Commissioning System

The Challenges of Collaborative Leadership

Investing in Outcomes

Getting more from Commissioning Budgets

Successful Commissioning

The Future Commissioning of Drug and Alcohol Services for Prisoners

Commissioning Specialised Health Services

Social Return on Investment

Social Enterprise—Worth not Worthiness

Market Transformation of Probation in Germany

Commissioning & procurement: hand in glove

Sentencers & Commissioners: A new relationship?

DWP Work Programme and Next Generation Commissioning

Criminal Justice Reform: The Future of Police and Crime Commissioners

Corporate Social Responsibility

Personalisation in the Criminal Justice System

Information Sharing for Violence Prevention: the Cardiff Model

Transforming Justice Strategy

Alliance Contracting

Implementing the Public Services (Social Value) Act

Commissioning for Public Health England

If you would like a full list of presentations or a summary of a particular one please visit the Resources section of our website

www.academyforjusticecommissioning.org.uk

**or contact Janet via email:
academy@noms.gsi.gov.uk**

Disclaimer

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