



Ministry of
JUSTICE

National Offender
Management Service



East Midlands Reducing Re-offending Delivery Plan 2009-10

EXECUTIVE SUMMARY

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Foreword

I am delighted to introduce this East Midlands Regional Reducing Re-offending Delivery Plan for 2009/10. It sets out what the Government Departments and other partner organisations in the region will do over the next year to reduce re-offending and protect the public. It has been signed off by the Regional Reducing Re-offending Partnership Board who are committed to working together to make a difference in the East Midlands.

We recognise the impact that re-offending has on victims of crime and our communities. We need to ensure that offenders are punished, managed effectively and action is taken to reform them so that the risk is reduced. The National Offender Management Service (NOMS), including prisons and probation boards/ trusts, and other criminal justice agencies cannot do this alone. We need to work in partnership regionally and locally to support victims of crime and ensure that offenders have access to services which will support their rehabilitation, for example, employment and training, accommodation, finance and health services.

We also need to build confidence and understanding among victims and the public that we can and are making a difference to reduce re-offending and make communities safer. The Regional Reducing Re-offending Partnership Board are committed to working together to achieve this.

The plan includes the commissioning – by individual departments and agencies, or jointly - of services to provide the necessary interventions to address the factors associated with offending and some key individual department or agency actions to improve performance. It largely focuses on what we will do to reduce re-offending by adults, those 18 years and over. However, it also incorporates important work with the Youth Justice Board (YJB) in the region to reduce re-offending by juveniles and ensure effective transition from the juvenile to adult systems where needed.

As the NOMS Director of Offender Management in the East Midlands, it is my responsibility to co-ordinate the various contributions to reduce re-offending by adult offenders to achieve the Government's target to reduce re-offending by 10% by 2011. I believe this plan will help us achieve this. If all Government Departments, agencies, local authorities and third and faith sectors work together in developing services and in their delivery, we will make a difference..

Beverley Shears
Chair of East Midlands Reducing Re-offending Partnership Board
& East Midlands Director of Offender Management

July 2009

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Background / Scope of the Reducing Re-offending Delivery Plan

The East Midlands Reducing Re-offending Delivery Plan covers the period 2009-2010 and replaces *Changing Ways*, the previous Regional Reducing Re-offending Delivery Plan and Youth Resettlement Strategy which covered the period 2006-2008. The Delivery Plan primarily covers adults (18 years and over); however juvenile offenders (aged under 18 years) are subject to supervision under the youth justice system and although covered by a separate national Youth Reducing Re-offending Action Plan this plan incorporates those elements of joint working with the JYB in the region on cross-cutting issues.

The Plan provides a framework for how the East Midlands plans to support reductions in re-offending and improvements in social inclusion of (ex)offenders – in support of Public Service Agreement (PSA) 23, Element 4 (reduce re-offending through the improved management of offenders) and other supporting PSAs and local aspirations as set out in Local Area Agreements (LAAs) and other partnership plans.

Regional Programme Governance Structures

The East Midlands Reducing Re-offending Partnership (EMRRP) Board

The East Midlands Reducing Re-offending Partnership (EMRRP) Board meets bi-monthly and, to some extent, mirrors the national board in drawing its senior-level membership from regional agencies responsible for delivery of key parts of the re-offending plans. Membership includes:

- East Midlands Director of Offender Management (Chair)
- Regional Director, Safer and Stronger Communities (Home Office/Government Office East Midlands); Chair of both the regional PPO Steering Group and the regional Alcohol Harm Reduction Board
- Chief Constable of Nottinghamshire Police; the ACPO lead on re-offending
- Chief Executive of Nottingham City PCT; Chair of the Regional Offender Health Board
- Regional Manager of the National Treatment Agency, Chair of the regional Treatment and Care meeting
- The Regional Skills Development Director, BIS, East Midlands Learning and Skills Council; Chair of the regional Offender Learning and Skills Service (OLASS) Board
- Chief Executive of Leicestershire and Rutland Probation Trust, Chair of the Regional Interventions' Group
- Youth Justice Board Head of Region
- Regional Drugs Strategic Lead, Job Centre Plus, East Midlands Director's Office

The Regional Reducing Re-offending Delivery Plan sets out what will be achieved by Government Departments and other partners, under the **7 pathways**:

- Accommodation and support (ACCM)
- Employment, Learning & Skills (ELS)
- Health
- Drugs and Alcohol
- Attitudes, Thinking & Behaviour (ATB)
- Finance Benefit & Debt (FBD)
- Children & Families of Offenders (C&F)

In addition, it identifies the key deliverables in relation to:

- Offender Management of offenders (OM)
- Public Protection (PP)
- Prolific & Other Priority Offenders (PPOs)
- Third Sector & Faith
- Equality & Diversity (E&D)

The Regional Reducing Re-offending Partnership Board, chaired by the Director of Offender Management, is a strategic body which has responsibility for overseeing delivery of the plan. The Pathways are led by relevant Government Department/ Agency leads or Champions.

Equality and Diversity (E&D)

Individual public agencies and their partners each have a statutory duty to comply with equalities legislation, therefore governance arrangements for equality and diversity need to be firmly embedded into regional programme structures ensuring that diverse needs of offenders are taken into account through pathway delivery.

It is critically important that services provided by the government departments and agencies are relevant to the needs of the range of offender groups and that they all have equal access. Given the population of the East Midlands, this needs to include Black, Asian and Eastern European offenders, as well as white.

Baroness Corston's *Review of Women with Particular Vulnerabilities in the Criminal Justice System* (2007) provides an important agenda for all agencies working with women at risk of offending and those in the criminal justice system.

East Midlands Reducing Re-offending Delivery Plan 2009-10: Summary of Actions

Pathway	Action	Date	Agency Lead
Accommodation & Support	1. Implement and monitor PSA 16 Sounding Board Action Plan	March 2010	Stewart Bembridge, CLG Stewart.Bembridge@goem.gsi.gov.uk
	2. Support Third Sector in delivery of women's one stop shop provision funded by NOMS	March 2010	Local Probation NOMS Caroline.Morrison@justice.gov.uk
	3. Provide training for NOMS staff and partner agencies	March 2010	Shelter Ken Cartwright
Employment, Learning & Skills	4. Implement East Midlands PPO Pilot between Jobcentre Plus and Probation to improve communication and joint working	December 2009	Anne Danvers, JCP Anne.Danvers@jobcentreplus.gsi.gov.uk
	5. Regional conference between NOMS Staff and Jobcentre Plus Employment and Benefit Surgery Advisors to share good practice and identify improvements; develop action plan	December 2009	Anne Danvers, JCP Anne.Danvers@jobcentreplus.gsi.gov.uk
	6. Deliver new Offender Learning and Skills Service	August 2009	Sue Peake, LSC sue.peake@lsc.gov.uk

	in prisons and community; contractors to achieve targets		
	7. Delivery of ESF Funded Employment Learning & Skills provision a. LSC – Working Links b. Job Centre Plus c. NOMS Co-financing	a. Dec 2010 b. March 2010 c. Oct 2009	a. Sue Peake, LSC sue.peake@lsc.gov.uk b. Anne Danvers, JCP Anne.Danvers@jobcentreplus.gsi.gov.uk c. Linda Jones, NOMS Linda.Jones@justice.gov.uk
	8. Develop an Employer Engagement Strategy and hold employer engagement events	October 2009 March 2010	Anne Danvers, JCP Anne.Danvers@jobcentreplus.gsi.gov.uk
Health	9. Produce a Regional Health and Social Care Delivery Plan for people in contact with the CJS, with specific reference to <ul style="list-style-type: none"> • Older Adults • Women • Children & Young People 	September 2009	Dave Knight, DH – EM Dave.Knight@dh.gsi.gov.uk
	10. Support the ongoing development of health services in prisons by: a. Implementing the regional delivery framework b. Providing guidance on effective commissioning of	December 2009	Carl Finch, EM – SHA Carl.finch@eastmidlands.nhs.uk

	<p>prison health services</p> <p>c. Monitor prison health quality and performance indicators</p> <p>d. Implementing mainstream performance management arrangements</p>		
	<p>11. Develop liaison between NHS and Probation by:</p> <p>a. Supporting approved premises</p> <p>b. Working alongside offender managers to develop effective care planning</p> <p>c. Developing joint training for probation staff and health staff, with a particular focus upon mental health and learning disability awareness</p>	March 2010	<p>Dave Knight, DH – EM</p> <p>Dave.Knight@dh.gsi.gov.uk</p>
	<p>12. Develop a Delivery and Implementation Plan for all agreed health recommendations from:</p> <p>a. Corston review of Women in the CJS</p> <p>b. Bradley Review of</p>	March 2010	<p>Dave Knight, DH – EM</p> <p>Dave.Knight@dh.gsi.gov.uk</p>

	people with mental health and learning disabilities in the CJS		
Drugs & Alcohol	13. Increase referral and engagement of DIP/ PPO clients into structured treatment via CJITs; local action plans to deliver	March 2010	Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk
	14. Implement and monitor the Integrated Drug Treatment System (IDTS) across the prison estate – roll out to HMPs Leicester, Lincoln & Wellingborough	March 2010	Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk
	15. Implement revised continuity of care guidance for drug misusing offenders between prisons and the community	March 2010	Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk
	16. Development of Prison Drug Treatment Strategy, incorporating findings of Lord Kamlesh Patel's Review	March 2010	Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk
	17. Revised allocation system of drug treatment/ intervention funding linked with outcome focused performance indicators/	March 2010	Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk

	targets for people in prison and offenders in the community		
	18. Implement the Leicester Drug System Change Pilot	March 2010	Heather Munro, LRPT Heather.Munro@leicestershire.probation.gsi.gov.uk
	19. Shape the services offered to offenders who are problem drug users including developing the Integrated Employment and Treatment Pathway	October 2009	Anne Danvers, JCP Anne.Danvers@jobcentreplus.gsi.gov.uk Sally Hughes, DH(NTA) Sally.Hughes@nta-nhs.org.uk
	20. Ensure people at all stages of the CJS have access to suitable alcohol services. Identify potential commissioning opportunities to improve volume and appropriateness of services using existing resources	March 2010	Dave Knight, DH – EM Dave.Knight@dh.gsi.gov.uk
Attitudes, Thinking & Behaviour	21. Contribute to national NOMS mapping of non-accredited programmes in prisons and probation, develop regional system for approving interventions	August 2009 March 2010	Sarah Skett, NOMS Sarah.Skett@hmpps.gsi.gov.uk
	22. Implement new Thinking Skills Programme in prisons and probation	March 2010	Sarah Skett, NOMS Sarah.Skett@hmpps.gsi.gov.uk

	23. Deliver agreed accredited programmes in prisons and probation: a. general offending behaviour b. sex offender treatment c. domestic violence	Quarterly monitoring	Linda Jones, NOMS Linda.Jones@justice.gov.uk Andrew Cross, NOMS Andrew.Crossbe@hmps.gsi.gov.uk
Finance, Benefit & Debt	24. Provide face to face debt advice in all East Midlands prisons through Financial Inclusion Fund	October 2009	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
Children & Families of offenders	25. Implement national Visitors' Centre specification (NOMS SBC programme)	March 2010	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
	26. Deliver 'Hidden Sentence' training on impact on families of imprisonment to multi-agency professionals	July 2010	Rosemary Cooney Rosemary@actionpf.org.uk
	27. Identify and train key personnel to deliver play services in prisons	December 2009	Rosemary Cooney Rosemary@actionpf.org.uk
Offender Management	28. Contribute to national "What Works" offender cohort studies on prisoners and offenders on community sentences	March 2010	Denise White Denise.White@derbyshire.probaton.gsi.gov.uk
	29. Deliver national pilot	March 2010	Julia Hodson, Nottinghamshire Police command@nottinghamshire.pnn.police.uk

	Integrated Offender Management (IOM) in Nottingham		
	30. Consider implications of revised CDRP/ CSP guidance to make probation a “responsible” authority and make reducing re-offending a responsibility	March 2010	Anne Halliday Anne.Halliday@goem.gsi.gov.uk
	31. Agree what can be implemented and when for OM models for <12 month offenders in the community, building on PPO, IOM & CDRP developments	March 2010	Neil Piggin, NOMS Neil.Piggin@hmpps.gsi.gov.uk
	32. Promote good practice from the allocation of 3,000 hours of Community Payback to CDRPs in 3 Neighbourhood Crime & Justice Pioneering Areas: Leicester, Northampton and Nottingham	March 2010	Heather Munro, LRPT Heather.Munro@leicestershire.probation.gsi.gov.uk Beverley Thompson, Northants Probation Board Beverley.Thompson@northamptonshire.probation.gsi.gov.uk Jane Geraghty, Notts Probation Jane.Geraghty@nottinghamshire.probation.gsi.gov.uk
	33. Deliver Derbyshire Intensive Alternative to Custody pilot	March 2010	Denise White Denise.White@derbyshire.probation.gsi.gov.uk
Public Protection	34. Fully contribute to MAPPA procedures in managing violent, sexual	March 2010	Kevin Billson, NOMS Kevin.Billson@hmpps.gsi.gov.uk

	and extremism offenders		
	35. Continue to roll out Sexual Assault Referral Centres (SARCs) in Lincs & Northants	March 2010	Anne Halliday, GOEM Anne.Halliday@goem.gsi.gov.uk
	36. Continue development of ViSOR IT database as information sharing tool	March 2010	Kevin Billson, NOMS Kevin.Billson@hmpps.gsi.gov.uk
	37. Probation to provide timely and good quality reviews of Serious Further Offences	March 2010	Denise White, Derbyshire Probation Denise.White@derbyshire.probaton.gsi.gov.uk Heather Munro, LRPT Heather.Munro@leicestershire.probaton.gsi.gov.uk Graham Nicholls, Lincs Probation Graham.Nicholls@lincolnshire.probaton.gsi.gov.uk Beverley Thompson, Northants Probation Beverley.Thompson@northamptonshire.probaton.gsi.gov.uk Jane Geraghty, Notts Probation Jane.Geraghty@nottinghamshire.probaton.gsi.gov.uk
	38. Monitor and support the SFO process, sharing points of learning and good practice between the NOMS agencies	March 2010	Kevin Billson, NOMS Kevin.Billson@hmpps.gsi.gov.uk
	39. Mitigate the risks posed by extremist offenders in prison and under supervision in the community, through intelligence gathering and partnership working, training and awareness	March 2010	Andy Bettles, NOMS Andy.Bettles@hmpps.gsi.gov.uk Caroline Morrison, NOMS Caroline.Morrison@justice.gov.uk

	raising for staff, building capability and resilience, and developing Interventions for offenders aimed at countering radicalisation		
	40. Develop offender management for extremist offenders, including effective risk management and supervision, appropriate sentence planning, and work to research, develop and apply interventions that contribute to counter-radicalisation and seek to reduce re-offending	March 2010	Andy Bettles, NOMS Andy.Bettles@hmpr.gsi.gov.uk Caroline Morrison, NOMS Caroline.Morrison@justice.gov.uk
Prolific & Other Priority Offenders	41. Ensure performance of PPO schemes is maintained at an acceptable level and that re-offending rates amongst PPOs are in-line with expected delivery.	March 2010	Anne Halliday, GOEM Anne.Halliday@goem.gsi.gov.uk
Third Sector & Faith	42. Meet and consult with East Midlands Third Sector and Faith “alliance” groups	March 2010	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
	43. Hold Third Sector and	November 2010	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk

	Faith Workshop on partnership working		
	44. Work with partners to promote social enterprise opportunities	March 2010	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
	45. Contribute to implementation of CJS Volunteering Plan in response to Baroness Neuberger's Review	December 2009	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
Equality & Diversity	46. Undertake Equality Impact Assessment of RRDP	September 2009	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk Paul Singh, NOMS Paul.Singh@hmpr.gsi.gov.uk
	47. Undertake NOMS offender and prisoner reducing re-offending engagement survey at area or regional level	November 2010	Sarah Skett, NOMS Sarah.Skett@hmpr.gsi.gov.uk
	48. Promote greater ex-offender engagement in designing and delivering services for offenders	March 2010	Sarah Skett, NOMS Sarah.Skett@hmpr.gsi.gov.uk Paul Singh, NOMS Paul.Singh@hmpr.gsi.gov.uk
	49. Hold launch event of findings of the Older Prisoner Group	Sept 2009	Wendy Aubrey, NOMS Wendy.Aubrey@justice.gov.uk
	50. Regional Needs of women offenders are identified and met in response to Corston Report		

	<p>a. Probation to deliver agreed targets</p> <p>b. Set up focus group for prisons and probation</p> <p>c. Identify the needs and commission services to meet them</p> <p>d. RRDP Board to consider needs of women</p>	<p>a. March 2010</p> <p>b. Sept 2009</p> <p>c. March 2010</p> <p>d. Dec 2009</p>	<p>Linda Jones, NOMS Linda.Jones@justice.gov.uk</p> <p>Caroline Morrison, NOMS Caroline.Morrison@justice.gov.uk</p> <p>Sarah Skett, NOMS Sarah.Skett@hmps.gsi.gov.uk</p> <p>Linda Jones, NOMS Linda.Jones@justice.gov.uk</p>
	<p>51. Strengthen links between prisons and community services for women who have been affected by violence</p> <p>Roll out Sex Worker in Prison training to HMPs Foston Hall and Morton Hall and improve links between them and community support agencies</p>	<p>March 2010</p>	<p>Sarah Skett, NOMS Sarah.Skett@hmps.gsi.gov.uk</p>
<p>Youth Justice</p>	<p>52. The approach being taken is similar to that for adult offenders and reductions to both volume and serious re-offending will be underpinned by:</p> <p>a. End to end case management practice</p>	<p>March 2010</p>	<p>Gary Oscroft, YJB Gary.Oscroft@yjb.gov.uk</p>

	<p>throughout the time a young offender is in the youth justice system (assessing need, planning interventions and supervising/supporting the young person including post sentence completion).</p> <p>b. Robust risk assessment based on the 'scaled approach' model which means that the most challenging of young offenders will be given more attention and contact with case managers.</p> <p>c. Improving access to mainstream services and providing guidance to young offenders so that they can make more informed choices to reform and lead law abiding lives.</p>		
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Glossary

ACCM	Accommodation and Support
APF	Action for Prisoners Families
ACPO	Association of Chief Police Officers
ATB	Attitudes, Thinking and Behaviour
BIS	[Department of] Business, Innovation and Skills
C&F	Children and Families of Offenders
CDRP	Crime and Disorder Reduction Partnership
CJIT	Criminal Justice Integrated Team
CJS	Criminal Justice System
CLG	[Department of] Communities and Local Government
CONTEST	Counter Terrorism Strategy
CSP	Community Safety Partnership [Wales]
DCSF	Department of Children, Schools and Families
DH	Department of Health
DOM	Director of Offender Management
DWP	Department of Work and Pensions
E&D	Equality and Diversity
ELS	Employment, Learning and Skills
EMDA	East Midlands Development Agency
EMRRPB	East Midlands Reducing Re-offending Partnership Board
ESF	European Social Fund
FBD	Finance, Benefit and Debt
GOEM	Government Office for the East Midlands
HMPS	Her Majesty's Prison Service
HMYOI	Her Majesty's Young Offender Institution
HO	Home Office
IAC	Intensive Alternative to Custody
IDTS	Integrated Drug Treatment System
IES	Integrated Employment and Skills
IOM	Integrated Offender Management
IRMT	Interdepartmental Risk Management Team

JCP	Job Centre plus
LA	Local Authority
LAA	Local Area Agreement
LCJB	Local Criminal Justice Board
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
MAPPA	Multi Agency Public Protection Arrangements
MoJ	Ministry of Justice
NHS	National Health Service
NI	National Indicator (Local Area Agreement target)
NIS	National Indicator Set
NOMS	National Offender Management Service
NRRPB	National Reducing Re-offending Programme Board
NTA	National Treatment Agency
OM	Offender Management
OASys	Offender Assessment System
OLASS	Offender Learning and Skills Service
PCT	Primary Care Trust
PP	Public Protection
PPO	Prolific and other Priority Offender
PPU	[NOMS] Public Protection Unit
PSA	Public Service Agreement
RRDP	Regional Reducing Re-offending Delivery Plan
SBC	[NOMS] Specification, Benchmarking and Costing Programme
SETF	Social Exclusion Taskforce
SFO	Serious Further Offence
SHA	Strategic Health Authority
SLA	Service Level Agreement
TS&F	Third Sector and Faith
YJB	Youth Justice Board
YOT	Youth Offending Team