



Ministry of
JUSTICE

National Offender
Management Service



East Midlands Reducing Re-offending Delivery Plan 2009-10

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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

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Contents

	Page
1. Background/ Scope of the Reducing Re-offending Delivery Plan	4
2. Punishment, reform and Public Confidence	6
3. Reducing Re-offending	6
4. Reducing Re-offending and the Local Partnership Delivery Landscape	8
a. Crime & Disorder Reduction Partnerships	8
b. Local Criminal Justice Boards	9
c. Local Area Agreements	9
5. Prevention of Serious Re-offending by Sexual, Violent and Extremist Offenders	11
6. East Midlands Reducing Re-offending Delivery Plan	13
a. Consultation	13
b. National Governance Arrangements	14
c. Regional Programme Governance Structures	15
d. The East Midlands Reducing Re-offending Partnership (EMRRP) Board	15
e. Pathways	15
i. Accommodation and Support	16
ii. Employment, Learning and Skills	17
iii. Health	17
iv. Alcohol	17
v. Drugs	17
vi. Attitudes, Thinking and Behaviour	17
vii. Prolific and other Priority Offenders	18
viii. Finance, Benefit and Debt	18
ix. Children and families of Offenders	18
x. Third and Faith Sectors	18
xi. Equality and Diversity	18
7. East Midlands Reducing re-offending Delivery Plan 2009-10: Objectives and Risk Factors	20
a. Overarching Priorities	20
b. Volume Re-offending	25
c. Serious Re-offending	38
8. Glossary	46
	Appendix A

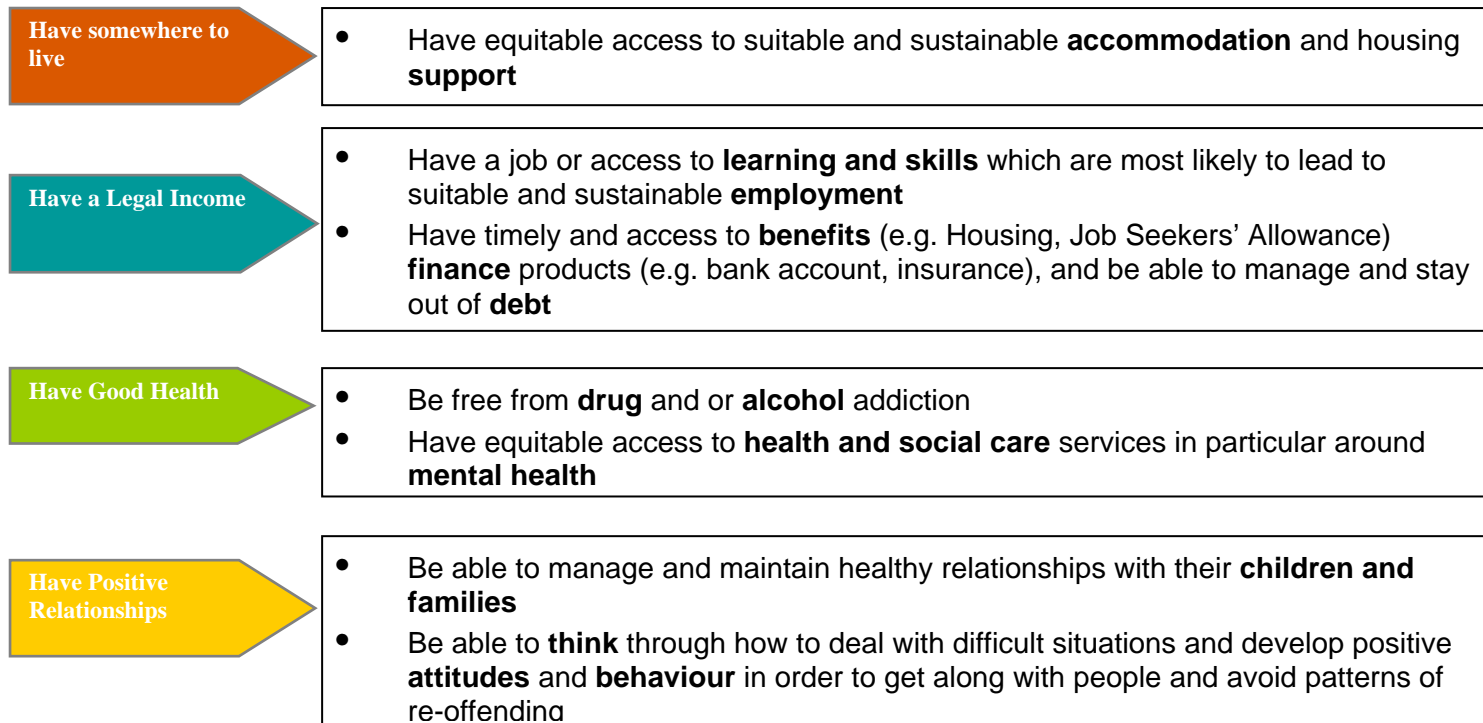
Background / Scope of the Reducing Re-offending Delivery Plan

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.

The Delivery Plan aims to contribute towards:

- Delivering a demonstrable reduction in:
 - the proven rates of re-offending by adult and young offenders compared to the predicted rates of re-offending at LAA level across the East Midlands (National Indicator (NI)18/ 19)
 - rates of re-offending by adult Prolific and Priority Offenders at LAA level across the East Midlands (NI 30)
- Enabling Offender Managers/case managers to access the right services and interventions for the right people at the right time to address the social and economic barriers to resettlement and rehabilitation; by enabling ex-offenders to:



- Informing commissioning and aligning of commissioning by regional and local bodies in providing services and interventions for (ex)offenders
- Supporting local partnership plans to reduce re-offending or tackle barriers to social and economic inclusion of offenders including Local Strategic Partnerships (Local Area Agreements) and Local Reducing Re-offending Partnerships (where these exist)
- Ensuring that services are delivered through the 'diversity vision' of decency, and valuing and promoting equality, going beyond legal compliance by ensuring that the work of the regional delivery plan does not disadvantage individuals or groups.

Punishment, Reform and Public Confidence

The Government set out its twin aims for Managing Adult Offenders in *Punishment and Reform* (December 2008). This approach recognises that offenders should be punished for breaking the law but must be given the opportunity to reform and turn away from crime and in doing so take responsibility for their behaviour.

We need to use both prison and effective community punishments to achieve the best outcomes for victims and the public. However, while prison is the right place for serious or persistent offenders, we recognise the need to divert those for who prison is not necessarily the best option, such as those with mental health problems.

Offender Management is key to delivering both aims of *punishment* and *reform* for both the adult and young offenders. It ensures that appropriate support is provided in the right sequence, at the right time, throughout sentence. However, Criminal Justice Partners cannot do this alone and need to work in partnership nationally, regionally and locally to ensure that offenders have access to services which will support their rehabilitation (for example, employment, 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. We will therefore need to improve our understanding of how different communities perceive and respond to crime, criminal justice and offending behaviour in order to find new and better ways to inform, consult and involve local people in our work.

Reducing Re-offending

Adults and young people convicted of offences are some of the most socially excluded within society (A short handed term for what can happen when people or areas have a combination of linked problems such as unemployment, discrimination as a result of any one or a combination of the strands of diversity (gender, gender identity, race or ethnicity, disability, age, sexuality, faith or belief), poor skills, low incomes, poor housing, high crime and family breakdown, *Cabinet Office governmental description 2000*). The challenge is to punish those who break the law while also helping transform those who have offended through improved management of offenders so they are less likely to commit crime again. This is being done by tackling the root causes of their offending behaviour, reducing social exclusion, and by working right across Government Departments and other organisations to:

- tackle the high prevalence of drug and alcohol misuse;
- deliver programmes and services to tackle the root causes of offending behaviour;
- improve basic skills and ability to find and retain suitable employment and tackle debt;

- improve mental and general health;
- ensure offenders can access and retain appropriate accommodation;
- work with children and families of offenders to break the intergenerational cycle of offending; and work, through the youth justice system and children's services, with young people who offend and those at risk of offending.

To have most impact on reducing re-offending, all government departments and agencies which provide services for (ex) offenders need to share responsibility and ensure offender access to services to aid rehabilitation. The Director of Offender Management (DOM) who commissions services from prisons and probation – and jointly commissions services with other government departments – plays a key role in co-ordinating these interventions by partners.

The Government's Target is both to **reduce the number of proven offences committed by young and adult re-offenders by 10% between 2005 and 2011** and to **prevent an increase in the number of proven serious offences committed by both young and adult offenders between 2005 and 2011**. Together these form one strand of the Government's cross cutting Public Service Agreement Target for *Making Communities Safer* (PSA 23). This reflects the Government's belief that work to reduce re-offending should be seen in the context of wider efforts to reduce crime. Reducing re-offending is central to the Government's crime strategy, *Cutting Crime: a New Partnership*¹, which sets out a strategic framework for tackling crime and increasing community safety through early intervention, prevention, enforcement and reducing re-offending. By focussing in particular, though not exclusively, on offenders who have the highest likelihood of re-offending and those likely to carry out the most serious re-offences, the impact on reducing crime will be greater, thereby making communities safer, protecting the public and helping people to change their lives.

Although efforts to reduce re-offending are primarily driven by the PSA 23 Delivery Plans, this activity also supports, and is supported by, work through a range of broader Public Service Agreement Targets, namely:

- *Socially-Excluded Adults* (PSA 16) - tackling homelessness and unemployment amongst adult offenders
- *Reduce the Harm Caused by Drugs and Alcohol* (PSA 25)
- *Effective, responsive and transparent criminal justice system* (PSA 24)
- *Young People on the Path to Success* (PSA 14)
- *Reduce the risk to the UK and its interests overseas from international terrorism* (PSA 26)

Efforts to Reduce Re-offending therefore feed into a number of cross-cutting government programmes and strategies including:

- The Prolific and Other Priority Offenders (PPO) Strategy
- 'Every Child Matters' (in England) and the 7 core aims for children (in Wales)
- *Reducing Re-offending Through Skills and Employment: Next Steps* HM Government (2006)
- *Safe, Sensible, Social: The Next Steps in the National Alcohol Strategy*, HM Government (2007)
- *Drugs: Protecting Families and Communities – The National Drug Strategy*, HM Government (2008)
- 'Working Together to Cut Crime and Deliver Justice' *Criminal Justice System Strategic Plan 2008-11* (2008)
- Baroness Corston's *Review of Women with Particular Vulnerabilities in the Criminal Justice System* (2007)
- *Financial Inclusion: The Way Forward*, HM Treasury (2007)
- *Think Family: Improving the Life Chances of Families at Risk*, SETF (2008)
- *Engaging Communities in Fighting Crime* (Casey Review), Cabinet Office (2008)
- *Youth Crime Action Plan*, HM Government (2008)
- *Working with the Third Sector to Reduce Re-offending 2008-2011*, MOJ/NOMS (2008)
- Baroness Neuberger's independent review of *Volunteering in the Criminal Justice System* (2009)
- CONTEST II, Government's Counter terrorism strategy (2009)
- *The Bradley Report* (2009) Independent review of people with mental health problems or learning difficulties in the criminal justice system
- *Improving Health Supporting Justice* DH/MoJ/Home Office/ DCSF/ YJB (2007) Consultation on improving health and social care services for people subject to the criminal justice system in England
- *Raising Expectations and Increasing Support: Reforming Welfare for the Future* White Paper (Dec 2008)

Reducing Re-offending and the Local Partnership Delivery Landscape

Crime & Disorder Reduction Partnerships

Since Crime and Disorder Reduction Partnerships in England and Community Safety Partnerships in Wales were introduced in 1998 they have become a key part of the local delivery landscape, helping to co-ordinate the work of local partners on crime and drugs. The Policing and Crime Reduction Bill (2009) includes proposals to extend the statutory duty of CDRPs and CSPs to include reducing re-offending and make Probation a responsible authority rather than a co-operating body as at

present. The proposals in the Bill are expected to fully operational by April 2010. These proposals will strengthen the link between crime reduction and reducing re-offending that has been clearly recognised in PSA 23. They will also formalise a process already underway at a local level through initiatives such as the Prolific and Other Priority Offenders schemes, which have provided a catalyst for a shift in focus from offences to offenders and showed how prevention, detection and resettlement can be applied in a complementary manner.

Local Criminal Justice Boards (LCJBs)

Working Together to Cut Crime and Deliver Justice, the Criminal Justice System Strategic Plan 2008-11, highlighted an important strategic role for Local Criminal Justice Boards (LCJBs) in supporting work to reduce re-offending and how this contributes to delivering justice and reducing crime overall. In order to encourage LCJBs to more actively engage in work to reduce re-offending, the CJS Business Plan for 2009/10 provides further advice and examples of the work that LCJBs can do in relation to both volume and serious re-offending. This will be supported by more detailed guidance which aims to identify the areas where LCJBs can add most value to reducing re-offending such as providing strategic direction at county level and improving links with CDRPs; signposting useful sources of information; and providing case studies of good practice such as Integrated Offender Management (IOM) in the six national pioneer areas, including one in the East Midlands (Nottinghamshire).

Local Area Agreements

In England, the Local Government and Public Involvement in Health Act (2007) made Local Area Agreements (LAAs) the main delivery contract between central government and local government and its partners. It placed a new duty on the local authority and named local partners (including providers of probation services) to co-operate with each other in agreeing the relevant targets in the LAA and to have regard to the specific targets that are agreed. Each LAA, negotiated in all the 152 'top-tier' local authorities (e.g. Unitary and County Councils), contains up to 35 improvement targets specific to each Local Strategic Partnership (LSP) area. The targets are based upon indicators drawn from a new single National Indicator Set (NIS) of 189 (formerly 198) indicators based on Departments' PSAs and departmental strategic objectives. These have been negotiated between the local area and central government, with the Government Office acting as central government's negotiator.

The National Indicator Set includes a number of indicators that support the reducing re-offending and social exclusion agendas. The main adult reducing re-offending indicator – NI 18: Adult re-offending rates for those under probation supervision – has been chosen as an improvement target in 25 LAAs nationally for 2009-2011. NI 19: proven rates of re-offending by young offenders – has been selected as an improvement target in 49 LAAs nationally for 2009-2010. Local re-

offending data has been developed to support the indicator, which has enabled us to set local adult reducing re-offending targets as part of the LAA process and will enable local authorities and partners to measure their progress in reducing re-offending at a local level for the first time. Other national indicators particularly relevant to reducing re-offending are:

- NI 15 Serious violent crime rate
- NI 16 Serious acquisitive crime rate
- **NI 18 Adult re-offending rates for those under probation supervision**
- NI 19 Rate of proven re-offending by juvenile offenders
- **NI 30 Re-offending rate of prolific and other priority offenders**
- NI 38 Drug related (Class A) offending rate
- NI 40 Drug Users in effective treatment
- NI143 Offenders under probation supervision in suitable and sustainable accommodation at the end of their order or licence (local measure only)
- NI 144 Offenders under probation supervision in employment at the end of their order or licence

Of the 9 LAAs in the East Midlands, 6 have selected National Indicator 18 (adult re-offending) as one of their 35 target indicators. This is the highest proportion of any of the English regions. The agreed NI 18 targets, for achievement by 2011, are shown in the table below (as '% change'):

	1st 4 cohorts (baseline)			Significant fall in re-offending		
	Cohort number	Expected number of re-offenders	Predicted rate	Number of re-offenders	Rate of re-offending needed	% change
Derby	3884	294	7.57%	261	6.73%	-11.06%
Derbyshire	7397	551	7.45%	506	6.84%	-8.23%
Leicester	6494	570	8.77%	524	8.07%	-7.97%
Leicestershire	4919	391	7.95%	353	7.18%	-9.64%
Nottingham	6874	840	12.22%	784	11.41%	-6.62%
Nottinghamshire	7504	890	11.86%	832	11.09%	-6.45%

National Indicator 19 (youth re-offending) was selected as an improvement target by three local authorities in their LAA submissions (Leicester City, Leicestershire and Northamptonshire).

Two other East Midland LAAs (Lincolnshire and Northamptonshire) selected NI 30 (re-offending by Prolific and other Priority Offenders) as one of their 35 target indicators and Nottinghamshire and Leicestershire have included NI 43 and NI 44 in support of PSA 16.

	Number of PPOs in Year 2 cohort	Average number of months on scheme at 30 September 2008	Improvement Target (Stretch)	Proposed Ratio Target (2 Years)	Baseline Proven Offences Count (Oct 07 - Sept 08)	Performance Ceiling Target End Point	Improvement Target End Point
Lincolnshire	101	30.9	15%	1.09	330	284	280
Northamptonshire	239	27.6	16%	1.11	858	732	719

These targets will be challenging, not least due to the recent economic downturn which, historically, tends to result in an increase in recorded crime (although there is no previous measurement of re-offending rates during periods of economic downturn).

The Director of Offender Management recognises the importance of LAAs and will ensure that reoffending data is available at regional, sub regional and local authority levels to inform their progress. She will also work with Government Office for the East Midlands (GOEM) to make best use of this data to support delivery and promote shared ownership of reducing reoffending.

Prevention of Serious Re-offending by Sexual, Violent and Extremist Offenders

The Criminal Justice System and its partners have a key role in helping to manage the risks posed by *sexual, violent and extremist offenders* both in prison and under supervision in the community. This work contributes to both the PSA 23 objective

around preventing Serious Re-offending and the objectives of the Government's counter-terrorism CONTEST strategy, as measured by PSA 26. We do this in *four* key ways:

- Prisons and Probation form two thirds, with the Police, of the Responsible Authority for **Multi Agency Public Protection Arrangements (MAPPA)**. Probation Areas manage category 2 offenders aged 18 and over who are sentenced to 12 months custody or more. This involves ensuring that all offenders subject to supervision are managed according to NOMS National Standards using the appropriate risk assessment and management tools, accredited programmes and residence at Approved Premises. There is also a requirement to ensure that MAPPA offenders are subject to robust risk management when in the community up to and including timely breach action when this is required. This is achieved through active participation in all Level 2 & 3 MAPPA meetings. Prison establishments also contribute to MAPPA procedures by identifying those coming into custody subject to MAPPA and notifying the other Responsible Authorities accordingly. Such offenders are monitored and managed during their sentence through local Interdepartmental Risk Management Team (IRMT) meetings and information gained through this process is shared with the appropriate Probation Offender Manager and used in the preparation of a robust risk management plan at MAPPA level 2 & 3 meetings. Young offenders are also subject to MAPPA arrangements but the supervision of these young people is undertaken by the Youth Offending Teams who are responsible for delivering meaningful risk appropriate interventions.
- NOMS shares information on offenders by use of the **ViSOR** database which operates and supports MAPPA as a fully integrated approach to the management of sexual, violent and other dangerous offenders. Risk assessment and risk management information is made available by Probation and prisons for joint use with the police. The Probation areas are responsible for ensuring that all category 2, level 2 & 3 cases are recorded on ViSOR and that these records are maintained and updated regularly. Prison establishments are responsible for taking partner status to the ViSOR records of category 1 offenders so that they can enter relevant information onto the database.
- Despite the measures described above, offenders do on occasion commit **serious further offences** whilst under supervision. In such eventualities the Probation Board/ Trust responsible for the offender has a duty to notify the NOMS Public Protection Unit (PPU) and carry out a review for qualifying offences. The aims and objectives of such reviews are to identify any examples of good practice, establish whether there are lessons to be learnt and to further develop best practice by acting on learning opportunities. NOMS at regional level fully contributes to this process by monitoring the progress of reviews, being satisfied that they are being completed at each stage in timely fashion to an acceptable standard, and establishing any recurring themes or issues of concern that need to be discussed at SLA / contract review meetings.

- In managing extremist offenders, prisons and probation contribute directly to the CONTEST strategy's **PURSUE** objective by holding and managing violent extremist offenders sentenced by the courts. Work with the Police and other partner agencies is vital to this. Prisons in particular can have a role to play in increasing detection and capability. Effective PURSUE activity is essential in preventing further extremist offending and thereby reducing the likelihood of serious re-offending.
- Improving our capacity to identify individuals who are vulnerable to radicalisation or who may be radicalising others is a key contribution to the **PREVENT** objective. Developing and testing interventions which reduce the risk of offenders going on to commit terrorism related offences (or of convicted terrorist offenders re-offending) is part of the delivery of effective offender management generally and supports our responsibility to manage the risk of harm to the public from offenders under supervision in both custody and the community. This activity also makes a significant contribution to the wider cross-government PREVENT objectives of disrupting those who promote violent extremism. At a local level NOMS and partners have a key role in the development and delivery of PREVENT objectives, and this contribution to local partnership working will be assessed as part of National Indicator 35 Building resilience to violent extremism. The DOM, two probation boards/ trusts [Derbyshire and Leicestershire & Rutland], several Youth Offending Teams and the regional Youth Justice Board Team have received funding to develop activities to support the PREVENT objectives and aims.

East Midlands Reducing Re-offending Delivery Plan

Consultation

Regional (and Wales) Reducing Re-offending Delivery Plans (RRDPs) are a key tool in support of delivering the Government's Public Service Agreements and target to Reduce Adult and Youth Re-offending. Youth Justice Board Head of Region and, from 1 April 2009, newly appointed NOMS Directors of Offender Management (DOMs) are directly responsible for delivery of this target in their regions, working regionally and locally with a wide range of partners and stakeholders. .

In November 2007, in support of the Government's new Public Service Agreement targets to Reduce Re-offending, the Ministry of Justice launched 'Strategic Plan for Reducing Re-offending 2008-11: Working in Partnership to Reduce Re-offending – A consultation'. The formal consultation provided an opportunity for partners across government, in the regions/Wales and in local communities to review work to date, raise questions on key issues and agree new priorities to reduce re-offending over the next three years. The consultation ran at the same time as consultations on the 'NOMS Third

Sector Action Plan', a faith-based consultation 'Believing We Can', and the Ministry of Justice/Department of Health's consultation 'Improving Health, Supporting Justice'.

A national consultation event was held in London, focusing on offender health and work with the third sector and faith groups; and a specific consultation for the East Midlands was held at Melton Mowbray on 17 January 2008. This was attended by 100 delegates from a wide range of partner agencies, and featured a keynote address by Vernon Coaker, Home Office Minister and member of the Inter-Ministerial Group for Reducing Re-offending. In addition, 2 further regional consultation events were held: *Believing We Can*, Faith Alliance event on 19 February 2008 at HMYOI & RC Glen Parva and *Securing Effective Partnerships: NOMS Third Sector Strategy Event* in Nottingham on 21 February 2008.

The Government published its formal response to the consultation *Working in Partnership to Reduce Re-offending and Make Communities Safer* in October 2008. Seventy-one written responses were received and over a thousand delegates attended consultation events in London, each region and Wales. Key findings were:

- Those who responded to the consultation generally accepted the need to prioritise particular offender groups.
- The vast majority agreed with both the objective of re-focusing resources on the most serious and prolific offenders and the aim of building the links between reducing re-offending and overall crime to make communities safer.
- They recognised that work with known offenders can make a substantial contribution to reducing overall crime.
- A number also endorsed the need to focus on offenders as a socially excluded group, as part of the efforts to reduce re-offending.
- Many responses highlighted the successes of local work and projects.
- A minority had concerns about focusing resources on particular groups of offenders who were most likely to re-offend, rather than focusing on offender need and level of exclusion, irrespective of how likely they were to reoffend.

The consultation committed Government to taking forward the recommendations through refreshing Regional (and Wales) Reducing Re-offending Delivery Plans to set the direction for regional partnership work to reduce re-offending and inform work at the local level to deliver against the objectives in Local Area Agreements.

National Governance Arrangements

Nationally, delivery of cross-government work on Reducing Re-offending is overseen by the National Reducing Re-offending Programme Board (NRRPB). The Board meets quarterly and is jointly-chaired by the Director General of the National Offender Management Service and Chief Executive of the Youth Justice Board as the Senior Reporting Officers for the Adult

and Youth targets and PSA 23 National Reducing Re-offending Delivery Plans respectively. The Programme Board has senior level representation from a range of Departments and organisations responsible for delivery of key parts of the adult and youth plans.

The National Programme Board reports progress to the joint National PSA 23 (Make Communities Safer) and 25 (Drugs and Alcohol) Board which is chaired by the Home Office and to the Inter-Ministerial Group (IMG) on Reducing Re-offending.

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. These arrangements are set out below.

Accommodation and Support

PSA 16 (socially excluded adults) is now the key driver for other agencies to engage with improving the accommodation (and employment) prospects of vulnerable people. It specifically names offenders as one of its four at-risk 'client groups'. A Regional PSA 16 Sounding Board is chaired by the Regional Minister, and NOMS and other key partners are members of this Board, and its supporting structures. Although offenders will likely be part of the cohort of the other vulnerable groups (i.e. care-leavers, those with mental health problems, and those with learning difficulties) the two PSA indicators directly targeted at offenders are:

- Percentage of offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
- Percentage of offenders under probation supervision in employment at the end of their order or licence

Moreover, the DOM Office attends the East Midlands' Homelessness Forum to represent NOMS, and therefore offenders' interests. There is a quarterly meeting for Probation Areas' Accommodation leads, which attracts some wider representation.

There is a Young Offender Accommodation Forum which is focused on meeting the needs of young people who require sustainable and suitable accommodation as directed by the Children's Act; this also takes account of the legal responsibility placed on local authorities regarding providing accommodation for young people 16 years and over.

Employment, Learning and Skills (ELS)

The regional Offender Learning and Skills Service (OLASS) Board meets quarterly and is chaired by the Skills Development Director, East Midlands Learning and Skills Council. Membership includes NOMS (including a Probation Chief Executive as well as the DOM Office), Youth Justice Board, Jobcentre Plus, East Midlands Development Agency (EMDA), and local government.

There is also an Education, Training and Employment Forum for young offenders which seeks to improve access into mainstream services and provide more robust links to the Children Trusts arrangements being established in every Local Authority. This is aimed at improving skills and knowledge and making sure that appropriate opportunities are available for young offenders to gain employment.

Health

Regional governance on offender health (including mental health) is provided by the Regional Offender Health Board; it meets quarterly and is chaired by the Chief Executive of Nottingham City Primary Care Trust (PCT), who is also the offender health lead on behalf of all PCT Chief Executives in the region. Members of the Board include the NHS East Midlands, National Treatment Agency, Public Health Group, Youth Justice Board, HM Courts Service, the Police, and NOMS (including Probation). There is also a specific regional Prison Health meeting and a Specific Commissioning Group on Mental Health.

Alcohol

The regional Alcohol Harm Reduction Board meets quarterly, chaired by the GOEM Deputy Regional Director (Safer and Stronger Communities).

Drugs

The regional Treatment and Care meeting meets quarterly and is chaired by the Regional Manager, National Treatment Agency (NTA). Membership includes Department of Health, NHS East Midlands, GOEM, Police, NOMS (including a probation representative), Youth Justice Board and Jobcentre Plus. There is also an Integrated Drug Treatment System (IDTS) sub-group.

Attitudes Thinking and Behaviour (ATB)

The regional Interventions Group is chaired by the Chief Executive, Leicestershire and Rutland Probation Trust, attended by the NOMS Interventions Manager. This Group's concern is the accredited and other programmes delivered to change the thinking and attitudes of offenders and develop their skills to reduce the risk of re-offending.

Prolific and other Priority Offenders (PPOs)

The regional PPO steering group is chaired by the GOEM Deputy Regional Director (Safer and Stronger Communities), meeting quarterly, with representation from the PPO schemes in the East Midlands, GOEM, NOMS, NTA and YJB.

Finance Benefit and Debt (FBD) / Children and Families of Offenders (C&F)

Under *Changing Ways*, the previous East Midlands Reducing Re-offending Delivery Plan, there were two 'pathway' groups to support and encourage work activity to (i) reduce the finance, benefit and debt problems facing offenders and (ii) promote and retain positive relationships between offenders and their children and families. Although there are no standing regional groups for these two 'protective factors', two 'Champions' have been nominated to consult with and support activity under these themes. The regional **Finance Benefit and Debt 'Champion'** is the Partnership Development Manager of Citizens Advice (Central England); and the regional **Children and Families 'Champion'** is the Training and Development Manager of Action For Prisoners' Families (APF). The EMRRP Board is likely to request that 'task and finish' groups take forward specific activity necessary under these themes. The DOM team regional Partnership Officer leads on these pathways for NOMS, working closely with the Champions.

Third Sector & Faith (TS&F)

The third sector and faith groups play a critical role in contributing to the development of policy and services and direct service provision to offenders to reduce re-offending. This is recognised in the East Midlands by bringing together representatives from the third sector and faith groups, including Community Chaplaincies from the prisons, into a regional **Reference Group** to provide advice to NOMS, share good practice and take initiatives to address the needs and risks of offenders. The Group meets twice a year and is co-chaired by Futures Unlocked and Lincolnshire Action Trust. In taking forward this delivery plan, government departments and agencies will engage with the third sector and contract with them for services where best placed to provide quality services and value for money.

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. NOMS has published 2 important documents: *National Service Framework for Women Offenders* and the *Offender Management Guide to Working with Women Offenders*. Their implementation will be a priority for the next 12 months.

East Midlands Reducing Re-offending Delivery Plan 2009-10: Objectives and Success Measures

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
1. Overarching Priorities					
<p><i>Our approach to reducing both volume and serious reoffending is underpinned by:</i></p> <ul style="list-style-type: none"> • <i>Managing offenders throughout their sentence (assessing need, sentence planning, delivering planned interventions and support, and reviewing and evaluating impacts)</i> • <i>Increasing both understanding and communication of what works and provides public value in reducing reoffending with different offenders</i> • <i>Working in partnership throughout the delivery chain to ensure we align commissioning and priorities to ensure offenders can access the mainstream services and support needed to help them reform and lead law abiding lives</i> 					
<p>Youth Justice</p> <p>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> <ul style="list-style-type: none"> • End to end case management practice 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). • 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. • 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>Adult Offenders</p>					

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
1.1 Deliver effective Offender Management to underpin activities to reduce volume and serious re-offending	1.1.1 To ensure that offender management activity accounts for the diverse needs of offenders including race and ethnicity disproportionality within criminal justice	Undertake equality impact assessment of the regional delivery plan	September 2009	NOMS (DOM Office)	E&D
	1.1.2 To support local partners to undertake activity to reduce re-offending rates	Reductions in volume and seriousness of offences for offenders in line with (relevant NIs) expected performance	March 2010	SSC, GOEM	OM

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
1.2 Increase awareness of 'What Works' and provide public value in reducing re-offending	1.2.1. Contribute to the offender cohort studies following up samples of prisoners and those on community sentences, in conjunction with other government departments to identify 'what works'	Greater awareness of offender needs which aids efficient targeting of resources.	Cohort studies are continuing beyond 09/10, and Derbyshire Probation are a selected contributory area to this cohort study. During 2009 updated findings from the prisoner cohort studies will be published.	NOMS (Derbyshire Probation)	OM
	1.2.2 To understand what barriers (perceived or actual) exist in effective engagement with reducing re-offending activity	Undertake offender and prisoner reducing re-offending engagement survey either at an area level (as a pilot study) or across the region	Offenders' and prisoners' surveyed and results analysed by end of June 2010 with resulting actions embedded into regional and local delivery plan by November 2010	NOMS (DOM Office)	E&D
	1.2.3. Support NOMS nationally in mapping and reviewing all non-accredited interventions provided by the Prison and Probation Services, and developing a new process for approving interventions, resulting in better targeting and prioritisation of delivery resources	Produce up to date Directory of Interventions offered by prisons and probation DOMS to conduct reviews of regionally based programmes	August 2009 DOM Office to introduce reviews of programmes in East Midlands following receipt of national policy document by March 2010	NOMS (Prisons and Probation) NOMS (DOM Office)	ATB

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
1.3 Strengthen alignment of commissioned services and access for offenders to mainstream services through effective regional and local partnership working	1.3.1. Publish, and monitor delivery against, a refreshed East Midlands Reducing Re-offending Delivery Plan setting out multi-agency commitments to align commissioning and work in partnership to reduce re-offending	Demonstrate statistically significant reductions in rates of re-offending by offenders under probation supervision at Probation Area and Local Authority Level (NI18)	East Midland Reducing Re-offending Delivery Plan refreshed by end July 2009 Quarterly exception reports submitted to East Midland Reducing Re-offending Partnership (EMRRP) Board; and to National Reducing Re-offending Partnership Board (as required) From Oct 2009	NOMS (DOM Office)	
	1.3.2 Deliver pilot Integrated Offender Management (1 of 6 nationally) in Nottinghamshire and support development of models of IOM across the region	Local delivery partners are clear what is expected of them in taking forward IOM	Delivery of IOM pilot in Notts by March 2010 Other Areas developing suitable models of IOM	Police SSC, GOEM	OM

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
1.4 Strengthen partnership with the Third Sector to Reduce Re-offending by delivering commitments in the MoJ/NOMS Third Sector Action Plan 'Working with the Third Sector to Reduce Re-offending: Securing Effective Partnership 2008-11'	1.3.3 Consider implications for the East Midlands of the revised CDRP/CSP guidance to support the statutory changes to make Probation a "responsible authority" of CDRPs/CSPs and make reducing re-offending a core responsibility of CDRPs/CSPs	CDRPs clear about their new responsibilities for reducing re-offending Probation clear about their responsibilities within CDRPs	Consider National Guidance issued November 09 New duty in force April 2010	HO NOMS (Probation)	OM
	1.4.1. Maintain support to the existing independent East Midland Third Sector and Faith 'alliance' groups	Twice-yearly meeting of regional Third Sector and Faith reference group Faith/Third Sector Workshop promoting partnership working November 09	Meetings to be held in July 2009 and January 2010 November 09	NOMS (DOM Office) NOMS (DOM Office)	Third sector
	1.4.2. Promote greater ex-offender engagement in designing and delivering services for offenders	Consult with Third Sector in the development and delivery of services	March 2010	NOMS/ All	
		Regional system in place to promote engagement	December 09	NOMS (DOM Office)	OM E&D

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	1.4.3. Encourage income generation and understanding of social enterprise and opportunities to sustain activity to reduce re-offending	<p>Work with partners to promote social enterprise opportunities.</p> <p>Support NOMS social enterprise 'champion' (a secondee from Leicestershire & Rutland Probation Trust)</p>	<p>From June 2009, Prisons and Probation to contribute to national survey to map existing NOMS involvement with the sector, to identify good practice and success factors, and potential barriers to effective work</p> <p>NOMS champion in post by April 2009.</p> <p>Attend National Social Enterprise Conference (Nov 2009)</p> <p>Develop regional and local plans by March 2010</p>	NOMS (DOM Office, Prisons and Probation)	Third sector
	1.4.4. Contribute to the implementation of the CJS volunteering action plan in response to Baroness Neuberger's Review	NOMS able to demonstrate appropriate action in response to report	Provide a regional response to the national work planned identify regional priorities as appropriate December 2009	NOMS (DOM Office)	OM

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
2. Volume Re-offending					
<p><i>Our approach to reducing volume re-offending focuses on:</i></p> <ul style="list-style-type: none"> • <i>Targeting groups with the highest rates of re-offending (i.e. those serving less than 12 months in custody and Prolific and other Priority Offenders)</i> • <i>Strengthening 'protective factors' known to reduce the risk of reoffending and tackling social and economic barriers to offenders 'going straight' (skills and employment, accommodation, contact with families, debt)</i> • <i>Tackling drug and alcohol misuse which results in offenders committing crimes</i> • <i>Helping to break down attitudes, thinking and behavioural skills problems which prevent offenders being motivated to change</i> • <i>Offering intensive interventions for lower risk offenders in the community</i> 					
<p>Youth Justice Reductions will be achieved through the focus on: -</p> <ul style="list-style-type: none"> • Targeting groups with the highest rates of re-offending (Deter Young Offenders, Intensive Group of the 'Scaled Approach' cohort) • Strengthening 'protective factors' known to reduce the risk of re-offending • Tackling drug/alcohol misuse which results in offenders committing offences • Improving access to mental health services which impact on the ability of young offenders to understand the consequences of their behaviour • Addressing behavioural issues associated with attitude and thinking. • Improving access to mainstream services associated with education, training and employment • Providing more intensive interventions to those young people with the highest risk of re-offending. 					
<p>Adult Offenders</p>					

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
2.1 Develop more effective arrangements for offenders sentenced to < 12 months in custody	2.1.1. Agree what can be implemented and when for OM models for <12 month offenders in the community, defining links to existing programmes of work to embed reducing re-offending, whilst building on PPO, IOM and CDRP developments.	<12 month offenders managed according to agreed models.	Regionally, roll-out implementation to agreed timescale by March 2010	NOMS (DOM Office and Probation)	OM
2.2 Reduce re-offending by offenders designated as PPOs	2.2.1. To develop DIP/ PPO treatment engagement to increase the proportion of offenders who are referred to structured treatment by CJITs and who successfully engage with treatment.	Increased referral of DIP / PPO clients into structured treatment via CJITs and their subsequent engagement with treatment. Regional / local action plans will be produced to improve effectiveness	Reports on DIP indicators published quarterly Addressed via NTA performance management arrangements	DH (NTA) SSC, GOEM	Drugs PPOs
	2.2.2. Work with Government Office for the East Midlands to ensure performance of PPO schemes is maintained at an acceptable level and that re-offending rates amongst PPOs are in-line with expected delivery	Demonstrate reductions in re-offending by Prolific and Priority Offenders (NI 30) East Midlands PPO Pilot between Jobcentre Plus and Probation Service to improve communication and joint working	Regional PPO Steering Group meets quarterly to provide updates on delivery Pilot runs June to December 09	SSC, GOEM JCP	PPOs PPOs ELS
2.3 Increase the proportion of offenders living in settled and suitable	2.3.1. Support regional PSA 16 Sounding Board plan	Increase the proportion of offenders under probation supervision in settled and suitable accommodation (NI143)	PSA 16 Delivery Group to monitor progress on Action Plan activities 6 monthly with report to Regional PSA 16	CLG EMs	ACCM

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
accommodation (PSA 16 Socially Excluded Adults)			Sounding Board Programme of activities in place by October 2009 to support areas identified by national PSA 16 processes Accommodation Delivery Plan. Reporting through Cabinet Office and CLG		
	2.3.2. Assist delivery of women's accommodation needs – through links with the Gender Duty and Diverting Women from Custody Project	Joint working in the one-stop-shop grant areas [where successful in the East Midlands] to address unmet housing needs	Local plans in place with local women's centres following the second round bids by January 2010	CLG EMs	ACCM E&D
	2.3.3 Assist delivery of offender accommodation needs - through promoting and sharing of good practice across the region.	Expansion of successful pilots across the region Identification of new partners by attendance at appropriate fora Delivery of relevant training to both NOMS staff and partner agencies	By March 2010	Shelter	ACCM

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
2.4 Increase the proportion of offenders with skills and in employment (Contributes to PSA 16 Socially Excluded Adults)	2.4.1. Contribute towards a conference between NOMS staff and JCP Employment and Benefit Surgery advisers to share good practice and identify where further improvements are needed. Develop action plan to take recommendations forward.	Conference held Action plan developed Action plan implemented	By September 2009 Develop regional input and response to outcomes Jan 10	JCP	ELS
	2.4.2. Continue to develop the Offenders' Learning and Skills Service delivery arrangements through the introduction of a refreshed set of providers and the implementation of related activities.	Smooth handover from old to new (where appropriate) providers OLASS MIAP Learner Plan system available and in operation in all publicly funded East Midlands prisons Successful elements of Next Steps implemented in East Midlands OLASS Learning and Skills providers achieve agreed contractual delivery targets and achieve target success rates in each establishment	August 2009	BIS (LSC)	ELS
	2.4.3. To introduce the Integrated Employment and Skills agenda across the criminal justice system in England, with a focus on the new adult advancement and	AACs introduced progressively Full introduction of IES across the East Midlands region to be determined based on trial	August 2009 To be determined	BIS (LSC)	ELS

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	careers service arrangements, to include the trialing of the Skills Health Check for screening and assessment and the Skills Account for prisoners on release	activity and subject to funding			
	2.4.4 To increase the employment outcomes for offenders through ESF co-financing	<p>Delivery of services by Working Links</p> <p>Provide a regional template as contribution to NOMS Co-Financing Organisation Plan</p> <p>NOMS Contracts in place</p> <p>Delivery commence</p>	<p>To end of contract December 2010</p> <p>Regional template submitted May 2009</p> <p>October 2009</p>	<p>BIS (LSC)</p> <p>NOMS (DOM Office)</p>	ELS
	2.4.5 To develop an Employer Engagement Strategy to increase opportunities for offenders	<p>Regional Delivery Plan agreed</p> <p>Events held</p>	<p>October 2009</p> <p>March 2010</p>	JCP	ELS
2.5 Address the Health and Social Care needs of offenders; and reduce offending by drugs and alcohol misusers (Supports PSAs 23 and 25)	<p>2.5.1 Produce a regional health and social care delivery plan for people in contact with the CJS, including specific reference to:</p> <ul style="list-style-type: none"> ▪ Older Adults ▪ Women ▪ Children and Young People <p>The plan will address the requirements set out in the Offender Health Framework for Regional Delivery</p>	<p>Regional delivery plan developed in conjunction with key stakeholders and agreed by the Regional Offender Health Board</p> <p>A reduction in need for health and social care needs</p>	<p>Appointment of Programme Director – August 2009</p> <p>Regional plan developed end of September 2009.</p> <p>Event to launch the findings of the Older Prisoners Group September 09</p>	<p>DH – East Mids</p> <p>NOMS</p>	Health

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	<p>2.5.2. Support the ongoing development of health services in prisons by:</p> <ul style="list-style-type: none"> o Implementing the regional delivery framework to support PCTs and SHAs o Providing guidance on development of effective commissioning of prison health services o Continuing to implement and monitor prison health quality and performance indicators o Developing and implementing mainstream performance management arrangements, working with the care quality commission, SHAs and HMIP 	<p>100% return rate from all Prisons in EMs for PHPQI's</p> <p>All prisons in East Midlands indicating a 'green' return in at least 24 of the 34 Prison Health performance indicators</p> <p>Regional teams will produce action plans to move health performance to a higher reported standard (ie to green standard)</p>	<p>Reports on prison health quality and performance indicators – due July 09</p> <p>Mainstream performance management arrangements implemented – Dec 09</p>	SHA	Health
	<p>2.5.3. Implement and monitor the Integrated Drug Treatment System (IDTS) across the prison estate and development of an Offender Health Substance Misuse & Alcohol Plan</p> <ul style="list-style-type: none"> o IDTS roll-out to HMPs Leicester, Lincoln & Wellingborough 	<p>Treatment of substance misuse across the prison service will be of a consistent and equivalent standard to that in the wider NHS.</p>	<p>All 17 prisons, including 4 in Wave 4 for 09/10, in the region live by March 2010</p>	DH (NTA)	Drugs
	<p>2.5.4. Improve continuity of care arrangements between the prisons and the community for</p>	<ul style="list-style-type: none"> • Continuity of care on release • Number referred 	<p>Implementation of revised continuity of care guidance</p>	DH (NTA)	Drugs

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	drug misusing offenders in partnership with the Home Office and Ministry of Justice at a regional level with Criminal Justice Intervention Teams (CJIT) and Counselling, Assessment, Referral, Advice and Throughcare Teams	<p>to Criminal Justice Integrated Teams (CJITs)</p> <ul style="list-style-type: none"> • Number picked up by CJIT • Percentage of referrals picked up by CJIT 	(publication July 2009)		
	<p>2.5.5. Develop liaison between NHS and Probation by:</p> <ul style="list-style-type: none"> ○ Supporting approved premises ○ Working alongside offender managers to develop effective care planning <p>Developing joint training for probation staff and health staff, with a particular focus upon mental health and learning disability awareness.</p>	<p>A national audit of approved premises will be completed by Autumn 2009</p> <p>Improvement in the support for individuals with mental health or learning disabilities who reside in approved premises will be noted in probation and joint inspectorate reports.</p>	<p>Implementation of these actions to be outlined in the OHSC strategy, due for publication in Autumn 2009.</p> <p>Regional response pending publication of strategy</p>	DH – East Mids	Health
	<p>2.5.6. Regional delivery plan of agreed health recommendations from;</p> <ul style="list-style-type: none"> ▪ Corston review of Women in the CJS ▪ Bradley Review of people with mental health and learning disabilities in the CJS <p>It is anticipated that the regional action plan, and the Health and</p>	All relevant recommendations will be implemented within the agreed timescales identified in the Health and Criminal Justice Strategic Delivery Plan	<p>Regional action plan with agreed milestones and timescales to be produced – September 2009</p> <p>Regional action plan to be incorporated into the strategic delivery plan – November 2009</p>	DH - East Mids	Health

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	Social Care Delivery Plan outlined in 2.5.1 will significantly address the requirements of the National Health and Criminal Justice Strategic Delivery Plan due in October 2009				
	2.5.7. Support Lord Kamlesh Patel's review of prison drug treatment, examining and considering the recommendations arising from the PWC report "A Review of Prison Based Drug Treatment Funding" (December 2007) related to the development of services over the next two years.	<p>Development of Prison Drug Treatment Strategy</p> <p>Set of minimum standards for prison drug treatment programmes</p> <p>Revised allocation system of drug treatment/ intervention funding linked with outcome focused performance indicators/ targets for people in prison and offenders in the community</p>	<p>Full plan agreed – May 09.</p> <p>Interim report and emerging findings to be published during the life of the two-year project (Jan 2009 – Jan 2011).</p> <p>Regional response</p>	<p>SHA</p> <p>Regional NTA</p>	Drugs
	2.5.8. Implement the Leicester drug system change pilot	Regional oversight of SCP plan and support local / regional governance and accountability arrangements	<p>Leicester plans to be completed by end-June 2009</p> <p>Quarterly reports thereafter</p> <p>Monthly reports to national cross government management to reflect</p>	DH(NTA)	Drugs

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
			contributions from regional partners		
	2.5.9 Review and shape the services offered to offenders who are problem drug users including developing an Integrated Employment and Treatment Pathway	Treatment and Employment needs addressed through effective interventions. Referral to drug treatment programmes increased	Pathway principles agreed October 2009	NTA/JCP	Drugs ELS
	2.5.10 Alcohol – To ensure that people at all stages of the CJS have access to suitable alcohol services to meet their individual needs	Early identification of alcohol related problems and subsequent engagement and retention into treatment, measured by <ul style="list-style-type: none"> ▪ Reduction in rate of hospital admissions for alcohol related harm ▪ Reduced alcohol related offending activities 	Identify local experts and stakeholders Identify the current opportunities for needs assessment to assess the level of alcohol dependency, services needed to address such dependency and the potential impact on reoffending, the current relevant planning processes and funding, and potential funding streams available. Identify potential commissioning opportunities to improve volume and	DH – East Mids	Alcohol

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
			appropriateness of services using existing resources.		
2.6 Reduce the Finance, Benefit and Debt problems facing offenders, plus promote and retain positive relationships between Offenders and their Children and Families	2.6.1 Provide face to face debt advice in all East Midland prisons through the Financial Inclusion Fund	Face to face advice available New services able to demonstrate improved outcomes for offenders	Contracts in place for delivery of debt advice services in East Midlands prisons by October 2009	MOJ (Legal Services Commission)	FBD
	2.6.2. Respond to national Visitor Centre specification to support family ties (NOMS SBC Programme)	Visitor Centre specification in place to inform commissioning	July 2009 Regional implementation by March 2010	MOJ(NOMS) NOMS (DOM Office & Prisons)	C&F
	2.6.3 Continue to deliver 'Hidden sentence' training and awareness raising on the impact on families of imprisonment with a wide range of multi-agency professionals	Further sessions delivered across region	Core training pack finalised July 2009 Training sessions delivered by July 2010	APF/FDM	C&F
	2.6.4 Roll out 'Hidden Sentence' train the trainer training	Key workforce development deliverers identified and targeted Session delivered	Core train the trainer training pack ready September 2009 All regional CAF co-ordinators engaged by July 2010 Training delivered by July 2010	APF	C&F
	2.6.5 Workforce development on play services for children visiting prisons (in Visitors Centres and	Identify key personnel to deliver play in prisons Deliver play worker in prison	Identify and engage key prison and community personnel – December	APF	C&F

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	Visits Halls)	training	2009 Training delivered by July 2010 Audit increase in provision of play in prisons – July 2010		
2.7 Reduce the risk of re-offending through the effective targeting and provision of Accredited Programmes (AP4)	2.7.1. Implement regionally the new Thinking Skills Programme (TSP) across custody and community	New TSP delivered across the region	Implementation in the region by March 2010	NOMS (DOM Office, Prisons, Probation)	ATB
	2.7.2 Deliver agreed accredited programmes in prisons and probation	65.5 % successful completion rate for General OBPs (Community) (NOMS INT 15) <ul style="list-style-type: none"> Total number of accredited OBP completions to be at least 1181 Community and 1102 Custodial (excluding sex offender and community domestic violence) (NOMS INT03) To deliver the target number of completed accredited offending behaviour programme (including DVs but excluding SOTPs) (NOMS E2) Total = 2540 (257 DV + 2283 OBPs across Community and Custody) 	Community Completion Milestones for OBPs (Cumulative) Q1: 189 Q2: 454 Q3: 827 Q4: 1181 Custodial Completion Milestones for OBPs (Cumulative) Q1: 169 Q2: 418 Q3: 701 Q4: 1102	NOMS (DOM Office, Prisons, Probation)	ATB

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
2.8 Increase the visibility and intensity of work with offenders in the community, particularly those who commit the most offences	2.8.1. Promote the good practice learning from the allocation of 3,000 hours of community payback (unpaid work hours) to CDRPs in the 3 Neighbourhood Crime and Justice Pioneer areas in the East Midlands: Leicester, Northampton and Nottingham	Increased public awareness of Community Payback evidenced by opinion polls and greater public selection of projects Use of high visibility jackets for offenders undertaking Community work to increase visibility – 'Justice seen, Justice done'	March 2010	NOMS(Probation)	OM
	2.8.2 Delivery of Derbyshire Intensive Alternative to Custody pilot, delivering intensive community sentence packages to offenders on the cusp of short term custody.	Interim evaluation report for Derbyshire IAC 96 starts in 2009/10	November 2009 March 2010	NOMS (Probation)	OM
2.9 Deliver and build the capacity of interventions and services in the community and custody which are more appropriate and effective to address re-offending by Women offenders	2.9.1. The regional needs of women offenders are identified and met in response to Corston report.	NOMS Probation to deliver agreed targets	Each probation area has identified 3 key deliverables at area level which progress will be measured against.	NOMS (DOM Office, Probation)	OM E&D
		To set up a regional focus group for prison and probation providers to share and develop practice and services and explore collaboration opportunities Identify the needs of women offenders in the region and establish the commissioning	Regional focus group to be established by September 09 Needs analysis to be completed by November 09	NOMS (DOM Office) NOMS (DOM Office)	

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
		<p>priorities for services to meet those needs</p> <p>Commission services for 2010/11</p> <p>The Regional Reducing Re-offending Partnership Board to consider the needs of women offenders by pathway and identify specific work to be undertaken to meet those needs</p>	<p>End of March 2010</p> <p>Specific work to be identified by the Regional Reducing Re-offending Partnership Board by December 2009</p>	<p>NOMS (DOM Office)</p>	
	<p>2.9.2. Effective delivery and management of a) Support for women who have been abused, raped or who have experienced domestic violence, and b) Support for women who have been involved in prostitution.</p>	<p>The specific needs of women offenders who have been affected by violence, and/or have been involved in prostitution are met.</p>	<p>a) Strengthen links between prisons and community services for women who have been affected by violence</p> <p>b) Roll out Sex Worker in Prison training to HMPs Foston Hall and Morton Hall during 2009 and improve links between them and community support agencies</p>	<p>NOMS</p>	<p>OM E&D</p>

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
3. Serious Re-offending					
<i>Serious re-offending includes homicide and child destruction, attempted murder, wounding or other act endangering life, causing death by dangerous/careless driving, causing death by aggravated vehicle taking, possession of firearms with intent to endanger</i>					
<p>Our approach to tackling serious re-offending builds on the approach to addressing volume offending by additionally focusing on:</p> <ul style="list-style-type: none"> • Working in multi-agency partnerships to restrict or control those who pose the greatest risk to their victims or communities • Delivering programmes specifically aimed at those who commit violence (including sexual offences and domestic violence) • Working with those who experience serious mental health problems • Tackling those who commit or encourage others to commit terrorist, terrorism related or extremist activities 					
<p>Youth Justice Reductions will be achieved through a focus on: -</p> <ul style="list-style-type: none"> • Working in multi-agency partnerships to identify those young offenders posing the greatest risk/threat to their victims and communities and then introducing interventions designed to mitigate the risk/threat • Working with those young offenders who experience serious mental health problems • Delivering programmes designed to address issues of a young offender being affected by domestic violence and physical/sexual abuse within the home which can negatively impact on his/her behaviour • Tackling those who seek to encourage radical and violent extremist behaviour by young people. 					
Adult Offenders					
3.1 Protect the public by effectively managing in custody those who pose the	3.1.1. Ensure the appropriate use of enforcement and recall – including achievement of targets once offenders are recalled.	East Midlands Probation Areas have individual End to End Enforcement Targets which gives an overall regional target of 61.8% against a National Expectation of 60%	Targets achieved quarterly and annually	NOMS(Probation)	OM PP

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
most serious risk of harm and by effectively managing those who pose a risk of harm under supervision in the community	3.1.2. Fully contribute to MAPPA procedures in managing violent, sexual and extremism offenders through preparation of robust risk management plans to reduce the risk of serious further offending.	Key performance targets include 90% of Level 3 cases to be reviewed no less than once every 6 weeks, 85% of Level 2 cases to be reviewed no less than every 12 weeks, disclosure to be considered and a decision recorded in the minutes at 100% of level 2 meetings. 90% attendance of prison (either in person or by report) and Probation Service at Level 2 and 3 meetings.	PP Manual training for MAPPA Coordination teams and PP leads in prisons by August 2009. Quarterly audit of MAPPA in each probation area will cover KPT data. Statistics will be available by December 2009. MAPPA annual reports will provide a statistical overview of performance to targets on publication in July 2010.	NOMS (Prisons and Probation)	OM PP
	3.2 Reduce the risk of serious violent re-offending, of Domestic Violence re-offending, and of Sex Offences committed by offenders	3.2.1. Support the development of, and start to implement, a strategy to improve the quality and targeting of domestic violence (DV) provision and reduce waiting lists, once recommendations have been made by the comprehensive review of violence programmes taking place in prisons and probation	69.9% DV successful completion rate (INT 14) (Community) To deliver 257 accredited domestic violence programme completions across East Midlands Probation (NOMS INT02)	1) Enhanced guidance on targeting by December 09 2) Revised use of assessment and reporting tools by December 09 3) Review of Women Safety Worker Provision November 09 Regional actions agreed and implementation	NOMS

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
			commences Community Completion Milestones for DVs (Cumulative) Q1: 34 Q2: 89 Q3: 216 Q4: 257		
	3.2.2. Continue to roll out Sexual Assault Referral Centres (SARCs)	SARC in every police force in East Midlands by March 2010	Nottinghamshire, Derbyshire and Leicestershire all have fully operational SARCS Lincolnshire and Northamptonshire to 'go live' by March 2010	SSC, GOEM Police	OM PP
	3.2.3. Provide quality sex offender treatment programmes that match the risk levels and demands of the sex offender population	Deliver target number of 107 Community and 205 Custodial completed accredited Sex Offender Treatment Programmes • 77.2% SOTP successful completion rate (Community) • Total number of accredited sex offender programme completions to be at least 312 (combined community and custody)	Community Completion Milestones (Cumulative) Q1:15 Q2:37 Q3:58 Q4:107 Custodial Completion Milestones (Cumulative) Q1: 9 Q2: 35 Q3: 117 Q4: 205	NOMS (Prisons and Probation)	ATB PP

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	3.2.4. Continued development of the full use of the ViSOR IT database as an information sharing tool.	All MAPPA category 2 offenders should be entered onto ViSOR. ViSOR records should be maintained and regularly reviewed at a frequency not less than 4 monthly. Partnership status on ViSOR should be taken on all Level 2 & 3 offenders in custody	Quarterly MAPPA audits in each Probation area should identify if MAPPA category 2 offenders are being entered onto ViSOR. Statistical evidence should be available by December 2009. ViSOR training and access currently being provided for prison staff. PP Officer coordinating and maintaining database. Latest round of training completed August 2009.	NOMS(Probation) NOMS (DOM Office)	PP
	3.2.5 Timely and good quality notifications and review of SFOs	80% of reviews rated as satisfactory or better 80% of notifications and reviews submitted on time Monitoring by NOMS PP Officer to ensure learning from reviews is actioned and discussed as appropriate on SLA / Contract meetings	PP Officer in conjunction with Community SLA / Contracts manager to implement a system of monitoring by July 2009. PP Officer will report findings at monthly Community Services Team meeting.	NOMS	PP
3.3 Address the health and social care needs of dangerous and	3.3.1. Facilitate and deliver Lord Bradley's review to find ways in which more offenders with severe mental health problems can be	Increase in the number of prisoners with severe mental health problems transferred in timely way to more appropriate	Publication of Govt's response to Lord Bradley's Review – by May 2009	DH – East Midlands	Health

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
mentally disordered offenders	diverted away from prison and into more appropriate accommodation	services	Implementation of the recommendations as part of the OHSC strategy – due to be published in Autumn 2009 Regional implementation October 2009 onwards		
3.4 Reduce the risk of people becoming terrorists or supporting violent extremism (reported under PSA 26)	3.4.1. Intelligence gathering & Partnership Working Mitigate the risks posed by extremist offenders in prison and under supervision in the community, through intelligence gathering and partnership working, training and awareness raising for staff. building capability and resilience, and developing Interventions for offenders aimed at countering radicalisation	A full regional picture of the risks associated with extremism and radicalisation. Strengthened monitoring capacity of the Prison Service to gather, assess and respond to intelligence on extremism, and to meet the increasing needs of partner agencies. Extended intelligence infrastructure and protocols to cover the Probation Service.	Contributing to regular JTAC assessments (June & December 2009) and a shared understanding of risk between partner agencies. Suitably vetted central point of contact appointed to Regional DOM Community Extremism Manager post to act as conduit for sensitive information. September 2009 Introduce new protocols for the gathering and exchange of intelligence relating to offenders	NOMS Prisons NOMS Probation NOMS Probation	PP

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
			under probation supervision. By end Sept 2009		
	<p>3.4.2. Building Capacity & Resilience</p> <p>Continue to build the resilience and capability of the prison system and probation service to threats and challenges to its infrastructure and personnel</p>	<p>Capability to identify and respond to new threats identified through reporting and CTC visits to prison establishments.</p> <p>Ability to scope and examine threats facing the Probation Service, including at Approved Premises where extremist offenders may be located, and risks to offender managers.</p> <p>Probation Service can meet their statutory obligations to victims in the event of a major terrorist incident.</p>	<p>Carry out a quarterly Capability Assessment of all prison establishments and support them in making progress against recommendations made (June, Sept, Dec 2009 & March 2010).</p> <p>Ensure contingency plans in place to ensure any major incident can be handled effectively, covering both prisons and the Probation Service (Ongoing)</p> <p>Attending Local Area PREVENT meetings contributing to planning and delivery (Ongoing)</p>	<p>NOMS Prisons</p> <p>NOMS Prisons and Probation</p>	PP
	<p>3.4.3. Training & Awareness</p> <p>Continue to provide training and support for operational staff so that they are aware of the risks, able to respond effectively and</p>	<p>Embedded awareness on extremism and faith awareness in basic training for prison officers and probation staff to ensure staff are equipped to respond to risks effectively and</p>	<p>Working to ensure that the Extremism component becomes embedded within Prison Officer Entry Level Training and to be</p>	NOMS Prisons	PP

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	proportionately.	<p>proportionately.</p> <p>Targeted briefings and support in place for specialist staff, including those working with the most challenging prisoners, and offender managers and probation staff working with extremist offenders.</p>	<p>delivered throughout the East Midlands prisons by new Regional trainers Commencing Sept 2009</p> <p>Working with EXU, to provide general awareness for probation staff, drawing on the programme already being delivered in prisons and the work being led by the National Police Improvement Agency March 2010</p> <p>Working with EXU & NOMS Chaplaincy HQ , to provide briefing and support for specialist/semi-specialist probation officers on risk assessment and management for extremist offenders March 2010</p>	<p>NOMS Probation</p> <p>NOMS Probation</p>	
	<p>3.4.4. Offender Management & Interventions</p> <p>Develop offender management</p>	<p>Effective sentence planning and offender management for the supervision of extremist offenders, including risk</p>	<p>To work with EXU to produce and distribute materials and guidance to help Muslim</p>	<p>NOMS Prisons</p>	<p>PP</p>

Priority	Objectives	Measure of Success	Timescales and Milestones	Lead Agency	Pathway
	<p>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.</p>	<p>assessment processes and tools, and training and support for staff.</p> <p>Options available for addressing offender's risk factors, through interventions, re-settlement, mentoring and support</p>	<p>Chaplains to combat extremist messages and to facilitate their work with extremist prisoners and those at risk of radicalisation (in line with National timetable).</p> <p>Develop CHANNEL project opportunities in Derby, Leicester & Nottingham.(ongoing)</p> <p>Work with GOEM to achieve maximum use of new regional CT resource team (ongoing).</p> <p>Work with Local Faith Communities to develop skills in providing appropriate faith advice, support and interventions to prisoners (ongoing).</p>	<p>NOMS Prisons & Probation</p> <p>NOMS Probation</p>	

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
SSC	Safer and Stronger Communities, GOEM
TS&F	Third Sector and Faith
YJB	Youth Justice Board
YOT	Youth Offending Team