
KENT COMMUNITY SAFETY PARTNERSHIP

17th July 2013

**Paper by Sarah Billiald, Chair of Kent and Medway Reducing Reoffending Board
(Chief Executive Kent Probation)**

Kent and Medway Strategic Plan for Reducing Reoffending 2012 – 2015

Annual stock take:

- **End of year progress review**
- **Proposed plan refresh**

1. Purpose of report

The Kent and Medway Reducing Reoffending Board (KMRRB) are responsible for undertaking an annual stock take against the Strategic Plan for Reducing Reoffending. The findings will be reported annually to the Kent and Medway Community Safety Partnerships for information, decisions and escalations where necessary.

This annual stock take provides an opportunity to ensure progress is both monitored and measured, and areas of improvements can be captured and implemented where necessary. This also allows a mechanism to communicate any changes to the key priority areas or target groups outlined within the plan, and enable a shift of focus where appropriate to aid the reduction of reoffending both at a strategic and local level.

This activity, and previous discussion at the June Board meeting will feed into a plan refresh that will refocus efforts for the forthcoming year.

2. Background

As part of the Kent Community Safety Agreement 2011 – 2014 Reducing Reoffending is one of a number of cross cutting themes identified. As coordinating lead for this theme and with the agreement of the Medway Community Safety Partnership, Kent Probation compiled a multi agency Strategic Plan for reducing reoffending for Kent and Medway bringing together and formalising the county wide ambition and approach.

An important next step was the transition a new Kent and Medway Reducing Reoffending Board from the previous Integrated Offender Management Strategic Board. To review the terms of reference for the newly formed Reducing Reoffending Strategic Board and to understand who the key attendees should now be to drive the plan forward. The first of these Board meetings was held on December 2012, and over the following months new board attendees have been identified to join the board to cover the various areas that lacked appropriate representation initially.

The new board members are:

Julia Chapman - Temporary Superintendent, Medway Commander / Deputy Chair
Medway CSP

Diane Wright – Head of Commissioned Services, KCC

Christopher Page – President of Invicta Chamber of Commerce

John Marshall – Relationship Manager, Skills Funding Agency

Lynda Jones – Bench Chair, Central Kent Bench

Jyotsna Leney / Christopher Allen – Community Safety Managers (alternates)

Kayleigh Chapman Policy and Research Officer, Kent Police and Crime

Commissioner's Office

3. Overview to date of stock take

End of year Progress Review:

On a quarterly basis the agreed basket of measures and the individual headline measures for each priority intervention are tracked to monitor performance and identify any trends. There are also 19 goals within the current plan linked to the priority interventions i.e. for Accommodation, Education and Employment, Substance Misuse and Mental and Physical Health. These goals have a Red/ Amber / Green status assigned to them each quarter.

Appendix A shows the end of year progress report for review.

Plan Refresh:

At the KMRRB meeting on 3rd June there was some discussion around offender needs and how we could best channel our activity to address them. We are committed to using data and evidence based reasoning to drive our plan, and several areas were explored to better understand how to best meet offender needs to reduce their reoffending. A Reducing Reoffending Data pack, Offender Needs Analysis and the progress Report were used to guide and inform the contents of the plan refresh.

The Strategic Plan is a county wide multiagency plan, formalising the shared aims and ambitions to reduce reoffending.

It includes 7 principles to the approach that should underpin discussions and decisions of all agencies :

- Localised
- Integrated
- Targeted
- Individualised
- Evidence based
- Holistic
- Restorative

These 7 principles will remain for the next iteration of the plan.

The current priority groups identified in the plan to be targeted are:

- IOM
- Troubled Families
- Young People (16-24)
- Women offenders

- ASB perpetrators
- Domestic abuse perpetrators

These priority groups will remain for the next iteration of the plan.

The plan also details the priority interventions identified and looks at the needs of offenders, the current provision for offenders in these areas and what our goals are for the future. Currently they are:

- Accommodation
- Education and employment
- Substance Misuse (Drugs and Alcohol)
- Mental and Physical Health

As a result of the Board discussions for the next iteration of the plan, we have proposed these 4 current priority interventions will continue to be included as priorities however Finance, Benefits and Debt will be a new addition. We are also keen to do some further work around the IOM cohort and how to engage the wider partners to offer support.

We have found that some of the current goals were not specific enough with a more narrative emphasis to them that did not allow a definitive conclusion at the end of year review. We will use this learning to ensure that any new goals are concise, tangible and clearly measurable.

Lead agencies have also been given the opportunity to reword or discharge their current goals. From the feedback and suggestions received to date please see updates below for review and comment.

Accommodation

Please see updates to the headline measure, current goals and proposed new goals for this Intervention

Headline Measure		
% of statutory offenders in accommodation at termination – propose that this headline measure remains for plan refresh		
All local authorities to strive to remove barriers to adopt a consistent approach to accommodation to include:-		
Following current protocols and policies already in place surrounding accessing and sustaining accommodation	JPPB	To be discharged
Considering the implication of any housing benefit changes, ensuring that the possible increase of private unregulated housing is not detrimental to offering safe and suitable housing	JPPB	To be discharged
Look at ways to introduce new service models for housing related support which are designed to provide more flexible and targeted services	JPPB	To be discharged
Ensure offenders are prioritised properly in order to meet their accommodation needs, especially the priority groups identified in section D of the Strategic Plan.	JPPB	To be discharged

Local authorities to continue to meet the specific accommodation needs of young people with the support of Youth Offending Services and Teams at a local level.	Integrated Youth Services (KCC)	To be discharged
Proposed new goals for plan refresh		
<ul style="list-style-type: none"> Preserve current level of funding to Supporting People offender supported accommodation, and explore if the budget allocation may be increased in line with offender need in this area 	KCC Commissioned Services	
<ul style="list-style-type: none"> Roll out of New Offender Protocol across Kent Probation, Kent Prisons and Kent Local Housing Authorities by October 2013 	JPPB	
<ul style="list-style-type: none"> Monitor number of offenders successfully moved on into accommodation via Kent Homechoice for year ending March 2014, to measure the unintended consequences of welfare reform on this client group, and to seek to mitigate those consequences wherever possible 	JPPB	
<ul style="list-style-type: none"> Monitor number of offenders in Supporting People supported accommodation who successfully move on to accommodation in private rented sector for year ending March 2014, in order that providers are supported to seek to increase the choices in available accommodation for offenders 	JPPB	
<ul style="list-style-type: none"> Expand number of work opportunities for rehabilitation purposes, based on model at Maidstone Borough Council to other local housing authorities and housing providers by March 2014 	JPPB	

Education and Employment

Please see updates to the headline measure, current goals and proposed new goals for this Intervention

Headline Measure		
% of statutory offenders in sustainable employment at termination – propose that this headline measure remains for plan refresh		
All agencies to improve signposting for young peoples services	Integrated Youth Services (KCC)	To be discharged
Increase number of offenders entering and completing education and training for employment	Jobcentre Plus	To be carried forward
Understand requirements and address lack of options for offenders with low level educational skills, literacy and numeracy	Kent Probation / Integrated Youth / Skills Funding Agency Services	To be discharged
Address how high risk offenders can be integrated safely into a learning environment	Kent Probation	To be discharged

Increase and improve links with local employers to drive up employment prospects	Jobcentre Plus	To be amended proposes wording : <ul style="list-style-type: none"> Continue to build and strengthen current links and processes to increase the numbers of potential employers, to therefore increase the number of offenders in employment (in support of headline measure)
Examine our respective organisations employment practices to remove barriers to employing ex-offenders wherever possible	All	To be discharged
Proposed new goals for plan refresh		
<ul style="list-style-type: none"> Introduce intensive support for the IOM cohort to ensure that by March 2014 80% of IOM offenders are to be registered on Universal Job Match 	Jobcentre Plus	
<ul style="list-style-type: none"> Improve completion rates for basic literacy skills courses / support for offenders in custody 	Skills Funding Agency	

Substance Misuse

Please see updates to the headline measure, current goals and proposed new goals for this Intervention

Headline Measure		
number of statutory offenders being discharged from treatment on completion of all their alcohol and/or drug interventions - propose that this headline measure remains for plan refresh		
Improved understanding of dual diagnosis issues between substance misuse and mental health problems	Commissioned Service KCC	To be discharged
Ensure demand and need is managed effectively to provide sufficient and accessible drug and alcohol services at a local level	Commissioned Services KCC	To be discharged
Introduce and roll-out Drug Test on Arrest across the county	Commissioned Services KCC	To be discharged
Understand impact of Payment By Results (PBR) on Drug and Alcohol Action Teams and consider implications for other areas	Commissioned Services KCC	To be discharged
Proposed new goals for plan refresh		
<ul style="list-style-type: none"> Review the impact of extending in cell coverage during off peak hours (introduced from end of September 2013) 	Commissioned Services KCC	
<ul style="list-style-type: none"> Commission and review the impact of prison link workers in Kent and Medway, including improvements in care pathways with out of area prisons (introduced from September 2013) 	Commissioned Services KCC	

<ul style="list-style-type: none"> Review the impact of the Alcohol and Cannabis Diversion Scheme 	Commissioned Services KCC	
<ul style="list-style-type: none"> Understand the impact of the Payment by Results substance misuse pilot on reducing reoffending 	Commissioned Services KCC	
<ul style="list-style-type: none"> Explore Drug Rehabilitation Requirements and Alcohol Treatment Requirements in more detail to understand why offenders on these treatments continue to have a high rate of reoffending 	Commissioned Services KCC	

Mental and Physical Health

Please see updates to the headline measure, current goals and proposed new goals for this Intervention

Headline Measure		
% of statutory offenders registered with a GP – propose that this headline measure remains for plan refresh		
Increase level of GP registrations from current level of 14% for statutory offenders in the community	<ul style="list-style-type: none"> Public Health Kent Probation 	<p>To be amended proposes wording :</p> <ul style="list-style-type: none"> Continue focus to increase number of offenders in community registered with a GP Ensure that these registrations are then recorded accurately in the ICMS system for tracking
Introduce a clear provision of and routes into Mental Health Treatment Requirements	Public Health	To be discharged
Ensure a countywide Police Custody Liaison and Diversion Service with a Community Psychiatric Nurse to address the gap in this service in the Dartford Custody Suite	Public Health	To be discharged
Ensure a community provision for a Personality Disorder Unit to help offenders diagnosed with personality disorders or emerging personality disorders	Public Health	To be discharged
Proposed new goals for plan refresh		
Community Offender Health Needs (COHN) : <ul style="list-style-type: none"> Complete COHN Assessment by September 2013 Review recommendations and implement as appropriate 	Public Health	
Mental Health Service and Treatment: <ul style="list-style-type: none"> Review the current provision of mental health service and treatment for community offenders by October 2013 	Public Health	

<ul style="list-style-type: none"> Use this review to understand and identify any gaps in provision and implement changes as appropriate 		
<ul style="list-style-type: none"> IOM engagement to be widened to include Health to provide a fuller range of support services to be initially trialled over 2 CSU's 	Public Health / IOM Team	

• **Proposed new Multi – Agency Priority Intervention**

Finance, Benefits and Debt has been highlighted from Board discussion as a possible addition to the current Interventions included within the plan as follows :

Finance, Benefits and Debt

Headline measure		
Proposed as - % of offenders with Finance, Benefit and Debt linked to their offending		
<ul style="list-style-type: none"> Collate Welfare Reform Offender Risk Register by September 2013 to : <ul style="list-style-type: none"> a) Understand key risks affecting our offenders b) Implement action plans to mitigate key risks 	Kent Probation	
<ul style="list-style-type: none"> Jobcentre Plus to introduce closer working links with IOM teams to achieve the following by March 2014 : <ul style="list-style-type: none"> a) 95% of IOM offenders to have a bank / post office account b) 80% of IOM offenders to be able to process their claims online 	Jobcentre Plus	

Proposed new goals specific to our Multi- Agency Priority Groups, and Reducing Reoffending data / evidence are :

IOM – Lead agency - IOM team

1. Support delivery of IOM Business Plan 2013 - 2014
2. Review of completed IOM audit in September 2013 to :
 - a) Identify and ensure good practise is replicated across the County
 - b) Understand differences between Kent and Medway IOM Reoffending Rates, and share knowledge where appropriate

Young People – Lead agency – Integrated Youth Services (KCC)

1. Support delivery of the Youth Justice Board three year work plan to reduce re-offending
2. Complete Transition to Adulthood analysis by December 2013 to :
 - a) Identify current gaps in provision
 - b) Commission or develop to fill gaps based on analysis and evidence

Reducing Reoffending Data - Lead agency – Kent Police / Kent Probation

1. Explore why reoffending rates for offenders on Community Orders are lower than predicted compared to the reoffending rates for those on license, which are showing significantly higher than predicted especially for the 24-36 age range.

3. Assessment of Effectiveness

As outlined within the current plan, the Strategic Plan itself cannot be used as a scorecard against performance of reducing re-offending. However we have introduced a process to monitor progress and effectiveness against our strategic priorities and priority groups throughout the year. This is the quarterly Progress Report – as per Appendix A. This will be refreshed to now include any new goals, and headlines measures to enable regular tracking, and reporting by the assigned Lead Agencies. Lead Agencies will be required to proactively provide updates for their goals ready for submission and discussion at each quarters Board meeting, which will then feed into the end of year review.

The current use of the National Indicator 18(NI18) data, and the Proven Re-offending data published by the Ministry of Justice will both remain within the progress report to also track effectiveness.

4. Accountability

We propose that the existing accountability structure remains in place as below: All Community Safety Partnerships have a statutory duty to reduce re-offending, and are required to formulate and implement their own strategies to reduce re-offending for both adults and young people. Because of this, Community Safety Partnerships should be able to demonstrate progress independently against this Strategic Plan. As such Kent's Community Safety Partnerships and Medway's Community Safety Partnership would therefore be accountable for the delivery of this plan.

However on a day to day basis, it is the KMRRB that will drive progress and coordinate delivery of goals and performance monitoring as outlined in bullet point 3. The KMRRB will continue to report its findings annually to Kent and Medway's Community Safety Partnerships for decisions and escalations if necessary.

5. Risks

The Ministry of Justice published "Transforming Rehabilitation: A Strategy for Reform" which was the Government's response to the consultation document "Transforming Rehabilitation" on 9th May. The strategy sets out the government's plans for transforming the way in which offenders are managed in the community. These changes have extensive implications on all Probation Trusts. Resulting with Kent Probation Trust not being in existence from end of 2014.

The key aspects of the government reforms are as follows:

- A new public sector National Probation Service will be created
- Every offender released from custody will receive statutory supervision and rehabilitation on release
- There will be a nationwide 'through the prison gate' resettlement service
- The market will be opened up to diverse range of rehabilitative providers, bringing Kent into a contract area with Surrey and Sussex.
- New providers will be paid for results

The government has published a timetable for their reforms. They intend to have the reforms in place by the end of 2014.

The Ministry of Justice (MOJ) and the National Offender Management Services (NOMS) continue to share and develop more details and structure around this reform as the weeks progress. However there are still some areas that await further clarification, and how services and contract areas will be 'competed' out by the MOJ.

As a result of the reforms Kent Probation and primarily Sarah Billiald, Chair of Kent and Medway Reducing Reoffending Board, and the support teams that assist with the secretariat and data analysis would be looking to step down from involvement and leading this Board at some point during 2014 (possibly summer time).

The transition of this will be raised and discussed at future board meetings to ensure a streamlined and efficient handover to a new Chair and support team. The Kent and Medway Community Safety Partnership's will continue to be responsible for the delivery of the Strategic Plan, as this will remain in place along with the Kent and Medway Reducing Reoffending Board – with it's new Chair and support team.

6. Decisions / actions Requested

Members are requested to:

- 1) Discuss and review progress to date – Appendix A
- 2) Discuss and agree proposed changes to the plan for refresh
- 3) Support the deliverables within the refreshed plan once agreed and circulated to the wider audience