

Holding to Account April 2018 Written Questions and Answers on 'Offenders'

1. Is the CC satisfied that current working arrangements are sufficiently robust to manage the uplift in IOM nominals when the MAPPA category 2 level 1 (violent) offenders are adopted onto the IOM scheme?
 - Yes, as of March 2018 this is being managed by identifying the highest risk offenders to receive enhanced scrutiny through active IOM management and those deemed lower risk will be classified as 'in scope' with markers and trigger plans in place and relevant information shared with partner agencies. This means there is no additional work and the current workload can be managed by existing staff.
 - This provides reassurance that there will be better 'join up' between probation and police where historically these offenders have been single agency managed (Probation).
2. What reassurance can the CC give that making reducing offending *everyone's business* can be consistently embedded across each LPA?
 - Each LPA has a focus on repeat offending which is monitored daily through the Harm Hubs, with appropriate plans put around key repeat offenders. In relation to IOM nominals, whilst there is confidence that the majority of SNT and response officers would know who their IOMs are, it is recognised that more needs to be done to make IOM everyone's business. This is currently being addressed by the IOM Manager, who has embarked on an awareness campaign in consultation with Local Policing Commanders.
 - Each LPA produces regular briefings / newsletters to all personnel advising on who their local IOM nominals are. Team briefings typically focus on what key nominals should be targeted for disruption or detention, as the case may be.
 - Local policing areas now have a new local beat profile page, with a link to IOM nominal details attached to keep LPA staff updated.

Performance management

3. It has been suggested that the ratio of offenders to offender managers should be no more than 50:1. This ratio is exceeded in certain parts of the force area. What assurance can the CC give that this is not putting the public at risk of harm?
 - National guidance is a ratio of no more than 50:1 in relation to RSOs that are currently in the community. Currently in West Mercia, the following ratios apply: South Worcestershire (47:1); North Worcestershire (39.1); Herefordshire (57:1); Telford (50:1) and Shropshire (91:1). The high recent ratio in Shropshire is due to the department having two vacancies due to resignations, replacements have been recruited already

and are awaiting start dates. Local command has flexed resources to cope with the added demand in the meantime. Further, the guidance suggests that no more than 20% of RSOs are high risk. **The 20% high risk volume is not exceeded anywhere.**

- To provide reassurance, I can confirm that MOSOVO workloads are regularly monitored alongside threat, risk and operational delivery by the head of vulnerability and safeguarding. The results from this process are used to inform any changes or additional action required to ensure that maximum protection is being delivered to the public by the police resources available.
4. **There has been abstractions of staff from a number of IOM teams. What reassurance can the CC give that this is not impacting on the ability of these teams to effectively manage offenders in their policing areas?**
- We will continue to monitor resource deployment following the implementation of the new policing model to scrutinise where assets are required most and what use can be made of additionality. Work has been conducted to scrutinise detective abstractions across the piste, including IOM.
 - Where there are abstractions this is subject to regular review by the Senior Command Team.
 - Performance management data has been greatly improved which means there is greater scrutiny around staffing levels and capacity to manage RSOs.

Effective partnership arrangements (incl CSP and PCC)

5. **I understand that housing provision and substance misuse linked to mental health remain two of the most challenging areas of partnership working. Is there anything the PCC can do to support the force in these areas?**
- The success rate of offenders being allocated local authority housing is extremely low, as is their success in application to voluntary schemes. The IOM 'housing critical pathway' is a key intervention in trying to address the needs of an offender to prevent reoffending. It forms part of the Reducing Reoffending Action Plans that are in place across all West Mercia local authority areas. West Mercia Crime Reduction Board is aware of the challenges that exist in this area and a number of Reducing Reoffending Boards intend to re-engage with the PCC in an attempt to try and identify specific measures that can be taken to improve the current position.
 - Substance Misuse is a major contributory factor to many individuals who form part of the IOM cohort. The PCC has commissioned recovery services from a treatment provider and offenders (including those on the IOM cohort) are referred through well-established processes. There is no doubt that additional funding would be of benefit in dealing with those affected by substance addiction, but this is in common with other IOM critical pathways which ultimately are aligned to service provision.

Interventions to reduce reoffending behaviour

6. The recent Effectiveness report recognises the extensive use of criminal behaviour orders, however what reassurance can the CC give that the force is making full use of all the legislative powers available to disrupt offending behaviour?

- CBO's should be one of the last option to tackle offending, but West Mercia has implemented CBOs effectively across a range of offending types, which encompass crime and anti-social behaviour.
- When dealing with repeat and problem offenders SNTs are adopting the SARA problem solving approach, of which CBOs are just one outcome.
- Other tools which have been successfully used to target reoffending include, Public Space Protection Orders, Community Protection Notices, Closure Notices, Football Banning Orders, and various Licensing and private security legislation.
- In some areas Local Organised Crime Teams / SNT are considering Gang Injunction legislation in relation to County Lines drug dealing and harm hubs hold ASB conferences and professionals meetings to try and identify if offending is in fact linked to criminal exploitation or CSE.

7. Can the CC confirm that the Offender management teams are able to utilise mobile working as part of their role?

- ACC Evans is personally overseeing the equipping of offender managers with laptops, so that they are more efficient in completing risk assessments at the scene. This is being progressed through ICT and customer services.
- IOM managers now report to LPA DCIs, so there is further scope for provisioning IOM staff with local IT. West Mercia's strategic IOM lead has expressed satisfaction regarding how this arrangement has worked.

8. Does the CC consider that there is sufficient engagement between the force and my commissioning team to:

- Ensure that the force is able to influence any commissioning decisions made in support of interventions around reoffending?
- Address any concerns raised by LPA's on the recommissioning of services?
- Yes, in relation to the IOM teams, they have an effective line of communication with the OPCC who are fully engaged with the reducing reoffending agenda.
- There is further work that can be carried out between LPA, CSP and the OPCC with a suggestion that this could be managed through the CRB.

Professional development

9. Is the CC satisfied that there is sufficient strategic oversight and leadership in respect of organisational learning and confident that it is effective?

- Yes, there are well embedded processes for MAPPA offenders who commit serious further offences. There was one Serious Case Review in 2017 and whilst there is no requirement for its findings to be published, they are reported back to the MAPPA sub group and outline plans created, and learning shared with LPA's and partners where relevant. ACC Evans chairs the SMB that oversees the learning from the SCR.
- Police Internal Management Reviews are completed where concerns are raised around the management of an offender who has committed a serious further offence. There is a well-established structure and governance in place to ensure that learning is identified, shared and addressed. From now all PIMR's will be scrutinised by the Head of Vulnerability and Safeguarding to share wider learning. Actions will be locally owned and embedded into the single vulnerability action plan and reported back into the Strategic Management Board, chaired by ACC Evans.

10. What assurance can the CC give that the training provided to both new recruits and existing officers equips them with the necessary skills to address reoffending in West Mercia's communities?

- In respect of ongoing training for operational officers (not in their initial training) ACC Evans has reviewed this and we do not currently deliver anything specific. That having been said, the Force is currently developing it's problem solving approach which will include a focus on tackling offenders. SNT officers have recently received training in problem solving skills, which is integral to addressing the causes of offending. For the first time, this area of work now focuses on solving problems of offenders as well as victims and is sufficient to fulfil this need.
- Student officers get inputs from harm hub colleagues, including advice on high harm causers and the way intelligence led briefings are used to identify these individuals with disruptive tactics, and actions built into the daily briefing model.

11. The buddi tag pilot in Shropshire is believed to have increased the capability to effectively manage offenders. Can the CC confirm that the pilot will be evaluated and consideration given to extending the scheme as appropriate.

- The pilot was conducted across West Mercia and was assessed as a success. This is in keeping with the views of the IOM National Working Group that supports the use of voluntary tagging of offenders.
- The position was discussed at the WM CRB and a bid for £30K was submitted to fund 10 tags over a 12 month period. The bid was 'partially' successful with £15K funding being provided. Therefore, negotiations are currently taking place with the supplier to utilise tagging on a 'pay as you go' basis. It will ensure that the Force is maximising service delivery from the funding available.
- It is felt that greater use could be made of tagging, but this is dependent on the funding available, as per the initial £30K bid. Would the PCC be willing to explore the provision of the short-fall of £15K?