

Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection

Report to:	Community and Public Safety Scrutiny Committee
Date:	25 November 2015
Subject:	Integrated Offender Management

Summary:

This report informs the Committee of the planned review of the Integrated Offender Management (IOM) programme.

Actions Required:

Members are invited to consider and comment on the actions taken.

1. Background

Integrated Offender Management (IOM) is a significant element of the Home Office and Ministry of Justice strategy to prevent crime and reduce reoffending. It brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.

The initial Integrated Offender Management (IOM) model was first established nationally in 2009 and then subsequently locally led by Lincolnshire Probation Trust and supported by partner agencies. Following the changes in adult offender management structures which emerged from the Transforming Rehabilitation agenda, ownership for the development of a revised IOM was tasked to Lincolnshire Police.

Despite the development of a newly formed IOM board, there has to this date been limited progress in securing a clear strategic vision around the purpose of IOM in Lincolnshire. There are significant concerns that without a clear commitment and strategic steer the existing model may dwindle and diminish any established credibility as partner engagement erodes.

Integrated Offender Management (IOM) within Lincolnshire requires all partners to be fully committed to tackling offenders together. They must demonstrate a proportionate and shared responsibility in terms of finance, resource or staffing commitment. However the likelihood of this being achieved in Lincolnshire is

minimised if agencies are not sufficiently engaged or understand the overarching vision.

All local partners, both criminal justice and non-criminal justice agencies, must ensure that they are fully engaged in the development of a multi-agency problem-solving approach by focusing on offenders, not offences.

The re-positioning of a new IOM model which sits under the direction of the County Officer for Public Protection has a number of clear benefits. It firstly provides Lincolnshire County Council leadership in an area of high priority and risk and an established branding and endorsement that IOM represents a true partnership approach.

Secondly it would immediately provide an established infrastructure of skills experience and a network of resources. This would ensure a sound foundation in respect of analytical support, communications and links to commissioning programmes around substance misuse and domestic abuse. It also enables access to the required project expertise to progress the movement to a refreshed model of operation.

It is essential that district councils are engaged within the formulation of IOM and the existing links through the Community Safety Partnership and its governance and oversight would also be crucial to future success.

2. Conclusion

The importance and value of a credible Integrated Management Model in Lincolnshire should be founded upon the following key principles:

- To reduce crime and re-offending and ensure fewer victims of crime to improve public confidence within the criminal justice system.
- Examine existing overlaps within current approaches to offender management and address identified gaps within service provision.
- Ensure the work of all agencies involved in criminal justice is cohesive and aligned. Expanding and developing upon existing partnerships within the local and regional levels.
- Incorporate wider social agendas within the strategy of tackling offending and encapsulate a systemic approach which fully captures work with complex families and individuals.
- Generate a robust governance structure and clarification of key roles and responsibilities. Embed clear lines of leadership, accountability and operational decision-making which enable the effective allocation of resources.

The Reducing Offending CMB approved the bid to Corporate Management Board for a dedicated project management resource to be assigned to the IOM review. Clare Campbell started in post on 12th October 2015.

Research and project set-up is going well, with lessons learnt and best practice being gathered from several local key sources including the successful Families Working Together (FWT) programme. The nationally recognised IMPACT programme – the IOM in Avon and Somerset – is a potential source of learning that is being engaged with and could provide an exciting case study. An IOM Project Board is being assembled to meet in December and will set the milestones and work streams for the project; with its work being strategically driven by the Reducing Offending CMB and then in turn by the Lincolnshire Community Safety Partnership (LCSP).

The links to the LCSP are seen as critical to maximise engagement, remove barriers and be aware of emerging commissioning proposals which impact upon IOM objectives.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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