

Appendix 2



Staffordshire Strategic Framework for Reducing Offending 2015-18

REFRESH – JANUARY 2018

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1. Introduction

1.1 The current Staffordshire Strategic Framework for Reducing Offending has been in place since 2015. When the Framework was launched, as one of a range of strategies designed to support delivery of the PCC 5 year strategy 'Safer, Fairer, United Communities for Staffordshire', it heralded a new approach to addressing offending in Staffordshire, with criminal justice agencies, local authorities, health and voluntary and community sector partners across Staffordshire and Stoke on Trent coming together for the first time to jointly agree a new, 'whole-system' approach tackling youth and adult offending in the county.

1.2 Whilst it is recognised that since this time good progress has been made by partners in implementing the Framework, at its July 2017 meeting the county Offender Management Commissioning and Development Board (OMCDB) agreed that with delivery of the Framework approaching the mid-term it would be timely to take stock of progress in implementing the Framework to date and to review and refresh the strategy.

1.3 This report represents the outcome of the refresh process.

1.4 The report reviews progress in delivering the key priorities of the Framework to date and sets out revised and updated actions to guide and support the ongoing delivery of the Framework's priorities and key deliverables over the remaining life of the Framework (to October 2018) and beyond. It explains how partners intend to continue to work together in support of the delivery of priorities going forward and shows, through clear and measurable objectives and targets, how progress will be demonstrated.

1.5 Overall, good headway has been made to date in taking forward delivery of the Framework. The OPCC and partners remain ambitious for further progress to be made however to ensure that the achievements of the past 18 months are sustained and built upon.

1.6 To this end there is a firm commitment across partners to continue to work collaboratively in a joined up way to deliver the agreed priorities of the refreshed plan.

2. Background

2.1 The current Staffordshire Strategic Framework for Reducing Offending has two key aims:

- Promoting timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and
- Ensuring that where people do offend they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

2.2 In support of the delivery of these aims, the Framework sets out a number of key deliverables and supporting actions for the attention of agencies under four key themes:

Strategic Theme	Focus
Prevention	Intervening early to help to prevent the onset of offending behaviour
Diversion	Diverting people involved in minor offences away from unnecessary contact with the criminal justice system
Offender Management	Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future
Rehabilitation and Resettlement	Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime

2.3 As part of the arrangements agreed between partners to support implementation of the Framework, multi-agency Delivery Groups have been established based around each theme to guide local action in relation to the delivery of key deliverables and actions.

2.4 Groups meet quarterly to review progress on implementation, providing reports to the OMCDB and other relevant partnership Boards to ensure appropriate oversight of progress made.

3. Refresh Process

3.1 In agreeing to the Framework refresh, the OMCDB was anxious to avoid the refresh process becoming too onerous for partners.

3.2 It was decided therefore that rather than establish separate arrangements, the refresh should be completed as part of the normal business of each Delivery Group. In place of the normal business agenda planned for the round of Delivery Group meetings scheduled to take place in Q3 2017/18 therefore, each Group was asked to use part of the time reserved for meetings to:

- Formally review progress in delivering key deliverables and associated actions under each theme to date
- Consider new deliverables and actions that may need to be added, to support the achievement of the Framework's aims going forward
- Plan for the implementation of the revised deliverables and actions - including agreeing which organization should lead on delivery, and possible progress measures

Wider Stakeholder Engagement

3.3 As part of the strategy refresh process, the OPCC has held discussions with the Ministry of Justice (MoJ) regarding the MoJ's commissioning plans for probation service delivery in Staffordshire (services delivered by the National Probation Service and local Community Rehabilitation Company) to ensure, where appropriate, alignment with the MoJ's commissioning intentions.

3.4 The OPCC has also engaged with other relevant partners and stakeholders in the review of the current strategy, engaging with key organisations – including third sector partners and (indirectly) individuals with experience of the criminal justice system - via:

- Circulating key documents for feedback
- Attending Board/committee meetings and specific groups (i.e. district CSPs, local and regional forums, etc).

3.5 Through these engagement activities additional feedback has been obtained on the outline proposals arising from the refresh process.

3.6 This has been used to help inform the content of the refreshed strategy.

3.7 Details of the outcome of the refresh process are provided in Sections 4-7 below

4. Progress to Date Against the Priorities in the Strategic Framework

4.1 In general good headway has been made to date in taking forward delivery of actions originally identified for implementation under each of the Framework's strategic themes as set out in the tables below:

Strategic Priority: Prevention

Ref	Key Deliverable	What has been achieved so far
1	Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life	<ul style="list-style-type: none"> • Links forged with local Troubled Families (TF) initiatives to ensure focus on families and children of offenders. • Adverse Childhood Experiences (ACE) assessment tool - which provides a potential means of improving the identification of risks of inter-generational offending among children and families of offenders to enable improved targeting of services – piloted in Stoke-on-Trent. Benefits of approach currently being evaluated. • Funding agreed between Staffordshire County Council, Stoke on Trent City Council and NOMS to support the continuation of the existing prisoner family support project.
2	Improve the provision of safeguarding education in schools to better equip children and young people to recognise and avoid possible situations which may place them at risk of exploitation and exposure to/involvement in offending behaviour	<ul style="list-style-type: none"> • Overarching approach to provision of safeguarding education in Staffordshire schools agreed by partners. • PCC funding agreed for a new full time PSHE Co-ordinator post in Staffordshire to assist schools to incorporate a specific safeguarding focus within PSHE programmes. • Funding secured from the Home Office and the PCC to purchase a specific Safeguarding education resource (Values Versus Violence) for use in local schools (to be delivered to 1900 children in 19 primary schools across Stoke-on-Trent and Staffordshire)
3	Ensure that opportunities for the Police to intervene early to prevent crime and anti-social behaviour and to provide help to individuals, families and communities before problems become entrenched, more complex and costly to resolve are maximised	<ul style="list-style-type: none"> • New strategy and action plan developed and approved, setting out Staffordshire Police approach to prevention/early intervention. • Early Intervention included as one of Staffordshire Police Transformation programme approved Work Packages
4	Extend opportunities for young people's active engagement in sport, the arts and other positive pastimes and activities to provide opportunities for individuals at risk of offending to make different life choices, lift their aspirations and contribute positively to their community	<ul style="list-style-type: none"> • SPACE summer activities programme for young people now established as a regular annual programme. Evidence that the programme, which in 2017/18 generated over 17,000 attendances, is having a significant impact on the incidence of anti-social behaviour with a marked reduction in incidents evident during the summer months in which the scheme is operating, with a 38% reduction in recorded incidents of youth-related anti-social behaviour in 2017/18 compared to the previous year. • The PCC has continued to fund and support a range of additional diversionary activities for young people. (£150k in direct investment approved in 2017/18). • Continuation funding secured for Princes Trust Project in Stoke on Trent (278 young people have accessed the programme to date with 70% moving into a positive outcome of education, training, volunteering or employment), and the Children in Need Youth Violence Project in North Staffordshire delivered by Stoke City FC Community Trust, which provides diversionary activities for young people at risk of involvement in gang-related violence. • Work taken forward with Staffordshire FARS to further develop the mobile audio-visual 'Safe and Sound' project

5	Contribute to multi-agency work to address radicalisation	<ul style="list-style-type: none"> Support provided for the delivery of the Staffordshire and Stoke-on-Trent Prevent Action Plans Entrust commissioned to develop a specific teaching resource to be made available to all Staffordshire schools.
6	Contribute to multi-agency work to address CSE	<ul style="list-style-type: none"> New, multi-agency Strategy and Action Plan developed to ensure a comprehensive, coordinated approach across agencies to addressing CSE. PCC funding agreed for new Coordinator post to oversee delivery of Strategy.

Strategic Priority: Diversion

Ref	Key Deliverable	What has been achieved so far
7	Promote/assist the further development of Community Resolution/Restorative Policing (Cautioning/Conditional Cautioning) approaches which help to divert people away from unnecessary contact with the criminal justice system and reduce the risk of reoffending.	<ul style="list-style-type: none"> New Youth Triage model successfully piloted and introduced by YOS, Police and partner agencies to ensure consistent approach to the delivery of youth Out of Court Disposals across the county. Evidence that the model is having an impact in diverting young people away from unnecessary formal contact with the youth justice system with recent reductions recorded in the number of first time entrants to the youth justice system. Keele University commissioned to measure impact of model. New internal Staffordshire Police Strategic Group established to agree forward Strategy and Operational Model to ensure effective strategic coordination and a consistent approach to the delivery of adult Out of Court Disposals and to extend use of OOCs across the county. Specifications produced for adult OOC supporting rehabilitation courses to which offenders can be referred as a condition of Disposals, to support planned tendering of courses in 2018
8	Develop a new Restorative Justice (RJ) Strategy and Delivery Model to increase RJ provision/extend the number of entry points at which RJ interventions are available across the criminal justice (CJ) process	<ul style="list-style-type: none"> New multi-agency RJ Steering Group established. New RJ Strategy and Delivery Model agreed. New integrated/multi-agency RJ Hub service commissioned to improve local service coordination and extend availability of RJ services across all points of the CJ system.
9	Further develop and strengthen preventative services and interventions for looked after children at risk of offending, with a view to reducing the numbers of children and young people in care being drawn into contact with the youth justice system	<ul style="list-style-type: none"> Local assessment completed to establish accurate picture of extent of offending and reoffending amongst LAC cohort. Independent assessment of reasons behind over-representation of LAC cohort in the criminal justice system commissioned and report with recommendations produced. Review of existing YOS/Police LAC protocol and its effectiveness completed. Revisions to protocol agreed, setting out new approach to preventative work with looked after children at risk of offending. Revised protocol signed off by local Safeguarding Boards. Protocol officially launched at multi-agency event at Yarnfield Conference Centre (October 2017).

10	Work with the Police, public health and other partners to accurately identify the numbers of people with mental health needs, substance misuse and other complex needs being detained and held inappropriately in Police custody, and for how long, and develop pathways to enable individuals, where appropriate, to be diverted away from contact with the criminal justice system.	<ul style="list-style-type: none"> Multi-Agency Task and Finish Group established including key criminal justice agencies, NHS England, CCG and Public Health partners to review current diversionary service provision for individuals with mental health needs and other vulnerabilities coming into contact with the criminal justice system in Staffordshire and Stoke on Trent – from point of arrest, through custody, to first appearance at court and in post-court settings. Independent review commissioned to assess effectiveness of current services in meeting needs and gaps in provision. Report with recommendations produced. Further independent needs analysis commissioned to establish accurate picture of presenting needs amongst individuals coming into contact with agencies. New Mental Health and Community Safety Strategic Board to be established from February 2018 to oversee future service development and improvement.
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Strategic Priority: Offender Management

Ref	Key Deliverable	What has been achieved so far
11	Take forward review of YOS delivery arrangements in Staffordshire and Stoke on Trent.	<ul style="list-style-type: none"> Specification for review agreed by YOS partners. Local Authorities and YOS Management Boards taking forward internal review of statutory YOS services. PCC in process of commissioning separate, but linked/complimentary review of YOS Prevention services. Initial review findings will be available by the end of March 2018. Findings to be used to drive further improvement in YOS delivery and outcomes in each authority.
12	Ensure the successful implementation of new Prison and Probation reforms, including the introduction of the new, national prisoner resettlement service.	<ul style="list-style-type: none"> Regular meetings held with the prison service and new probation providers to ensure the successful implementation of new offender management and prisoner resettlement arrangements under the government's Transforming Rehabilitation programme, including new 'Through the Gate' prisoner resettlement services the delivery of services to prisoners serving sentences of under 12 months who, under the new arrangements have become eligible to receive probation supervision and support for the first time. Discussions held with the CRC regarding the outcome of the recent SWM CRC HMIP Inspection (which rated the CRCs overall performance as 'Requiring Improvement'). An Action Plan has been agreed by the CRC to restore performance to a satisfactory level and the OPCC is continuing to engage with the CRC to review implementation of the actions agreed.
13	Engage with Youth Offending Teams and new Probation providers to ensure that current work to develop a more integrated and flexible approach to work with young adult	<ul style="list-style-type: none"> YOTs, NPS and CRC continuing to deliver Transition to Adulthood (T2A) programme under which specific, targeted interventions and packages of rehabilitation support are delivered to young adult offenders between the ages of 17 and 25 to reduce the risk of reoffending.

	offenders between the ages of 17 and 25 (the age group at highest risk of reoffending) is maintained and built upon	<ul style="list-style-type: none"> • New targeted Interventions introduced for young adult offenders as part of CRC delivery arrangements
14	Ensure the further development and strengthening of multi-agency partnerships designed to support the intensive management of specific/targeted cohorts of offenders in the community who are known to present a high risk of harm to the public and/or a high risk of reoffending.	<ul style="list-style-type: none"> • Future development of multi-agency Integrated Offender Management (IOM) approach considered as part of Staffordshire Police-led effectiveness review of Offender Management. • Use of approach extended to include gangs cohort. • Possible further extension of approach to include DA perpetrators under consideration. • PCC funding agreed for Co-ordinator post to support multi-agency work across the county aimed at diverting young people away from involvement in gang-related activity and youth violence.

Strategic Priority: Rehabilitation and Resettlement

Ref	Key Deliverable	What has been achieved so far
15	Ensure effective introduction of new CRC delivery arrangements in Staffordshire	<ul style="list-style-type: none"> • New CRC delivery arrangements in place (accredited OB programmes, RAR and new 'through the gate' prisoner resettlement arrangements)
16	Take forward work with co-commissioning partners to agree a future commissioning approach in respect of the existing county-wide housing support service for ex-offenders	<ul style="list-style-type: none"> • Revised specification developed. • Agency funding contributions agreed. • Tender process completed and new contract awarded providing access to 120 units of floating support across the county. • Service fully utilised and meeting all performance targets and outcomes
17	Take forward a programme of work with CRC, local authorities, RSLs the young people's careers service, local Colleges, Local Enterprise Partnerships, DWP, Job Centre Plus and other partners to improve the availability of housing, employment and other key rehabilitation and resettlement support services for offenders	<ul style="list-style-type: none"> • Stakeholder Group formed with representation from the Police, YOS, NPS, CRC and local authorities to oversee the development of a new social enterprise in the county offering access to training and paid employment for offenders in the construction sector. • Feasibility study commissioned to explore viability of proceeding with proposed development. • Grant allocations approved with district community safety partnerships to support delivery of a range of local initiatives focused on reducing reoffending across Staffordshire and Stoke on Trent.
18	Improve availability of mentoring support services for offenders	<ul style="list-style-type: none"> • Volunteer and Peer Mentoring Coordinators recruited by CRC providing county-wide service to offenders in need of mentoring support

5. Performance Against Outcomes

5.1 The key outcomes that the Framework is seeking to achieve are:

- A reduction in the numbers of offenders coming into contact with the youth justice system for the first time;
- A sustained reduction in youth and adult offending and reoffending.

5.2 In order to track performance in delivering each outcome over the period covered by the strategy the historical ‘starting’ position in respect of each outcome in Staffordshire and Stoke on Trent has been established using data for 2015/16 - the year of publication of the Framework – as a baseline.

5.3 Going forward a regular assessment of progress is being made in delivering each outcome against this baseline position.

5.4 In terms of first time entrants to the youth justice system (FTEs) up to date information has been available since the publication of the Framework (from each YOS) to enable the 2015/16 baseline position in respect of FTEs to be established and to enable the tracking of performance going forward, relative to the baseline year.

5.5 In terms of youth and adult reoffending (calculated as the number of offenders convicted of another criminal offence within one year of being released from prison or completing a community sentence), the main source of data on reoffending trends is currently the national Ministry of Justice reoffending data system. Under the system, a period of two years is required to elapse before ‘proven’ reoffending rates can be published, to allow for all cases to pass through the court system and for conviction data to be validated, meaning that at the time of writing, reoffending data is only available to for cohorts of offenders to have commenced orders in the quarter period October - December 2015. This data (Q3 2015/16) has been used to establish a baseline reoffending position for 2015/16.

5.6 The tables below indicate the baseline position in respect of all outcomes and, where available (in respect of FTEs), trends and progress achieved in respect of each outcome to date, based on information from the above sources:

First Time Entrants to the Youth Justice System (FTE's) – Local (YOS) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual	RAG
Staffordshire	167	48	25	50	41	164	31	38	24	n/a	n/a	G
Stoke on Trent	96	24	38	36	41	139	21	19	10	n/a	n/a	G
Staffordshire (PCC Area)	263	72	63	86	82	305	52	57	34	n/a	n/a	G

Youth Reoffending - National (MoJ) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual
Staffordshire	41.3%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stoke on Trent	52.2%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Staffordshire (PCC Area)	46.7%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Adult Reoffending – National (MoJ) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual
Staffordshire	24.2%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stoke on Trent	33.3%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Staffordshire (PCC Area)	28.7%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

5.7 In terms of FTEs since the launch of the Framework, apart from a blip in performance in Stoke on Trent in 2016/17, results from each YOS indicate a gradual but persistent downward trend in the numbers of young people entering the criminal justice system for the first time.

5.8 In terms of youth re-offending, available data from the MOJ system indicates that in Staffordshire (Staffordshire excluding Stoke on Trent) at the point of the launch of the Framework (in Q3 2015/16), the reoffending rate stood at 41.3%. In Stoke on Trent the reoffending rate stood at 52.2%. This means that in Staffordshire approximately one in 2.5 young people were convicted of another criminal offence within one year of being released from prison or completing a community sentence, and in Stoke on Trent one in 2.

5.9 This compares to a regional average of 41.3% and a national average of 41.8%

5.10 In terms of adult re-offending, available data from the MOJ indicates that in Staffordshire (Staffordshire excluding Stoke on Trent) at the point of the launch of the Framework (in Q3 2015/16), the reoffending rate stood at 24.2%. In Stoke on Trent the reoffending rate stood at 33.3%. This means that in Staffordshire approximately one in 4 adults were convicted of another criminal offence within one year of being released from prison or completing a community sentence, and in Stoke on Trent one in 3.

5.11 This compares to a regional average of 30.3% and a national average of 28.7%.

Summary

5.12 The above results should be viewed as interim results.

5.13 As indicated above the availability of youth and adult reoffending data is currently limited by the requirement to allow a period of up to 2 years to elapse in order to allow for proven reoffending rates to be established. At the present time data is only available for Q3 2015/16. The full impact of joint work to reduce youth and adult offending and reoffending in the county since the launch of the Framework in October 2015 will begin to become clearer over coming months as further data on the number of offenders to have entered the system from this point and the proportion going on to reoffend becomes available. Going forward, regular quarterly reports on progress will be produced to track progress in reducing reoffending compared to the Q3 2015/16 baseline position.

6. Key Changes Impacting on the Delivery of the Framework

6.1 As part of the refresh process, as well as assessing progress to date in implementing key deliverables, Delivery Groups were also asked to consider the effect of changes in criminal justice policy and any broader political and policy developments at a national and local level that are likely to have an impact on the delivery of the Framework over the next 2-3 years which might require adjustments in approach going forward.

6.2 As part of this assessment a range of recent policy developments were considered, including: the 'Taylor' Review of Youth Justice, the Probation System Review, the 'Lammy' Review on outcomes for BAME individuals in the CJS, the Female Offenders Strategy, new provisions for tackling homelessness introduced by the Housing and Homelessness Reduction Act, the Revised National Drugs Strategy, the 'Farmer' Review on Family Engagement, revisions to the government's Troubled Families programme etc.

6.3 Following this assessment, for the most part it was considered that the existing strategic themes and key deliverables of the Framework remained relevant and appropriate.

6.4. To reflect recent developments in policy however and in particular the move (across a number of key policy area) towards early intervention and family based models of working it is proposed that going forward the Framework's Prevention and Diversion themes be discontinued and replaced by a new, single Prevention and Early Intervention theme, incorporating key deliverables and actions formerly included under the two themes.

6.5 It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies and plans - which can potentially help to support the delivery of the Framework going forward and provide an improved basis for joint working with key partners. An overview of how this will affect the Framework strategic theme structure going forward is provided below:

Strategic Theme	Focus
Prevention/Early Intervention	Acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.
Offender Management	Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.
Rehabilitation and Resettlement	Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime

7. Revised Strategy for 2017-2018 and Beyond

7.1 In terms of the strategy's key deliverables, the refresh process provided an opportunity to reconsider and, where relevant and appropriate, to re-define the supporting actions that need to be taken forward to support joint efforts to prevent and reduce offending in the county and to examine how the efforts of local agencies can best be marshalled to support their delivery.

7.2 In the case of actions remaining outstanding from the previous plan, where actions were considered to still be relevant and appropriate to the achievement of the strategy's aims, actions have been carried forward and are reflected in relevant sections of the refreshed plan. These are listed in relevant sections as appropriate.

7.3 In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the Framework going forward.

7.4 An outline of the refreshed plan is provided outlined below:

Strategic Priority: Prevention/Early Intervention

Ref	Key Deliverable	Action
1	Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life	<ul style="list-style-type: none"> • Support the ongoing delivery of Troubled Families (TF) programmes in Staffordshire and Stoke on Trent, ensuring an appropriate focus on the families and children of offenders • Plan for the projected phasing out of TF funding streams and move to a new Early Help programme in 2020 • Support the tender exercise for the future delivery of family support services in Staffordshire ensuring an appropriate focus on the families and children of offenders • Complete evaluation of ACE approach in Stoke on Trent/consider case for broader roll out of approach across Staffordshire.
2	Improve the provision of Safeguarding education in schools to better equip children and young people to recognise and avoid possible situations which may place them at risk of exploitation and exposure to/involvement in offending behaviour	<ul style="list-style-type: none"> • OPCC and SCC to recruit to the PSHE Co-ordinator role in Staffordshire. • PSHE Co-ordinator to work closely with schools in Staffordshire to ensure consistent/coordinated approach to delivery of Safeguarding element within existing PSHE programmes. • OPCC to work with Stoke-on-Trent City Council and relevant partners to support introduction of a similar approach in the city. • Continue to monitor progress and measure impact of the delivery of the Values versus Violence education resource. Consider the purchasing of further resources as new schools are introduced to the initiative.
3	Review and revise the current YOS Prevention/Early intervention offer in Staffordshire and Stoke on Trent to ensure that opportunities to intervene early to prevent the onset of offending behaviour are maximised.	<ul style="list-style-type: none"> • Complete review of YOS Prevention/Early Intervention services • Produce report with recommendations for consideration by the OMCDDB, local authorities and YOS Management Boards. • Build recommendations from review into new YOS Prevention and Early Intervention offer.
4	Further develop and strengthen preventative services and interventions for looked after children at risk of offending, with a view to reducing the numbers of children and young people in care being drawn into contact with the youth justice system	<ul style="list-style-type: none"> • Monitor implementation/impact of the revised YOS/Police LAC Protocol • Take forward implementation of the recommendations arising from the recent independent report into the over-representation of LAC cohort in the criminal justice system and monitor impact
5	Ensure that opportunities for the Police to intervene early to prevent crime and anti-social behaviour and to provide help to individuals, families and communities before problems become entrenched, more complex and costly to resolve are maximised	<ul style="list-style-type: none"> • Work with Staffordshire Police to ensure the Police Early Intervention plan is agreed, implemented and progress measured. • Support development of Staffordshire Police Transformation programme Early Intervention Work Package • Support work to integrate Policing into wider early intervention approaches and initiatives

6	Extend opportunities for young people's active engagement in sport, the arts and other positive pastimes and activities to provide opportunities for individuals at risk of offending to make different life choices, lift their aspirations and contribute positively to their community	<ul style="list-style-type: none"> • Continue to develop the scope and coverage of the SPACE programme. • Map antisocial behaviour hotspot areas and gaps in diversionary activity provision. Utilise the skills and experience of local young people through consultation and existing youth groups such as the Youth Commission, Police and Fire Cadets to understand where provision of diversionary activities needs to be strengthened. • Stoke City Football Club to continue to deliver the targeted initiative around gangs and youth violence in local schools and to consider how match funding can be utilised from local organisations to support finance available from the Premier League to build the capacity of the scheme. • Continue to develop specific diversionary activities initiatives with targeted/vulnerable cohorts of young people. e.g. looked after children • Work with FARS to develop the brand of Safe and Sound and to support the further roll out/expansion of Safe and Sound across Staffordshire.
7	Contribute to multi-agency work to address child exploitation e.g. radicalisation, sexual exploitation, County Lines, Youth Violence etc.	<ul style="list-style-type: none"> • Support the delivery of the Staffordshire and Stoke-on-Trent Youth Violence Action Plan • Support the delivery of the Staffordshire and Stoke-on-Trent Prevent/Building a Stronger Britain Together Action Plans • Explore the relationship between Trafficking and County Lines to ensure there is a common understanding across the workforce and services are in place to support children and young people at risk • Utilise the skills of local young people to undertake a further Child Sexual Exploitation (CSE) / Healthy Relationships awareness campaign. • Develop/implement a CSE Communications Plan for Staffordshire and monitor progress • Develop a monthly CSE newsletter for practitioners. • Continue to support the employment of the CSE Co-ordinator. • Update the 'Know about CSE' website and monitor how this is utilised

Strategic Priority: Offender Management

Ref	Key Deliverable	Actions
8	Take forward review of statutory YOS delivery arrangements in Staffordshire and Stoke on Trent	<ul style="list-style-type: none"> • Complete review of statutory YOS service delivery in each authority • Produce report with recommendations for consideration by the OMCDB, local authorities and YOS Management Boards. • Build recommendations from review into new YOS delivery model in each authority
9	Work with partners to ensure the successful implementation of new Prison and Probation reforms, taking account of recommendations from recent HMIP	<ul style="list-style-type: none"> • Work with partners to ensure effective integration/delivery of local probation services • Ensure appropriate targeting of NPS/CRC case management resources in relation to risk - including arrangements for the transfer of cases between each organisation based on

	Inspections and the 2017/18 Probation System Review.	<p>changing assessment of risk</p> <ul style="list-style-type: none"> • Ensure even allocation of CRC case management resources throughout Staffordshire • Investigate/address current high rate of recall
10	Promote/assist the further development of Community Resolution/Restorative Policing (Cautioning/ Conditional Cautioning) approaches which help to divert people away from unnecessary contact with the criminal justice system and reduce the risk of reoffending,	<ul style="list-style-type: none"> • Support introduction of new multi-agency Youth Triage model. • Review results of Keele University evaluation of model and build recommendations into future joint working arrangements. • Contribute to the further development/roll out of adult Out of Court Disposals (OOCs) with a view to extending use of adult OOCs across the county
11	Engage with Youth Offending Teams and new Probation providers to ensure that current work to develop a more integrated and flexible approach to work with young adult offenders between the ages of 17 and 25 (the age group at highest risk of reoffending) is maintained and built upon	<ul style="list-style-type: none"> • Review delivery of the current YOS/CRC Transition to Adulthood (T2A) programme under which specific, targeted interventions and packages of rehabilitation support are delivered to young adult offenders between the ages of 17 and 25 to reduce the risk of reoffending. • Explore case for introduction of new targeted interventions for young adult offenders as part of CRC delivery arrangements
12	Ensure the further development and strengthening of multi-agency partnerships designed to support the intensive management of specific/targeted cohorts of offenders in the community who are known to present a high risk of harm to the public and/or a high risk of reoffending.	<ul style="list-style-type: none"> • Complete review of Integrated Offender Management (IOM) approach, including governance • Review case for extending IOM approach to include DA perpetrator cohort (Tier 3/4), drawing on best practice from other areas • Review wider management arrangements in respect of DA perpetrators to support delivery of county DA Action Plan • Improve inter-agency information sharing, communication and training arrangements to improve the monitoring and management those offenders who pose the highest risk with a view to reducing reoffending and increasingly public confidence. • Review case for maintaining current PCC funded Co-ordinator post established to support multi-agency work across the county aimed at diverting young people away from involvement in gang-related activity and youth violence
13	Develop a more structured, outcomes based, “what works” approach to work with women offenders, bringing together the learning from best practice in other areas	<ul style="list-style-type: none"> • Ensure that service provision is in place to support early intervention and diversion of first time women offenders, including the development of a ‘problem solving’ police-led response to women offenders coming into contact with the cj system for the first time • Improve the availability of gender-specific sentencing options in the community allowing women to receive a community rather than a custodial sentence where appropriate • Develop/strengthen resettlement provision for women offenders serving custodial sentences (held in local women’s resettlement prisons) who are to return Staffordshire on release • Support the delivery of the NPS and CRC Women Offenders Action Plans

Strategic Priority: Rehabilitation and Resettlement

Ref	Key Deliverable	Actions
14	Ensure effective introduction of new CRC delivery arrangements in Staffordshire	<ul style="list-style-type: none"> • Review delivery of CRC 'Through the Gate' prisoner resettlement services/support delivery of the CRC Resettlement Plan • Ensure even availability of CRC rehabilitation programmes and interventions (including RAR) in all parts of the county • Ensure improved availability of information on CRC programmes and interventions (including RAR) to local courts/sentencers to improve awareness of available community sentencing options and promote increased take-up • Ensure effective operation of purchasing/cross-charging arrangements between the NPS and CRC in respect of the provision of CRC programmes to the NPS
15	Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders (using the NOMS rehabilitation pathways framework as a basis for service planning and improvement)	<p><u>Accommodation</u></p> <ul style="list-style-type: none"> • Take forward work with co-commissioning partners to agree a future commissioning approach in respect of the existing county-wide housing support service for ex-offenders (contract terminates 31/3/2018) • Review case for re-establishing Staffordshire Forum for Offender Accommodation to ensure joined-up approach to addressing offenders housing needs • Explore how information can best be made available to ex-offenders and Probation staff so that offenders housing needs are met prior to release from custody • In light of the disinvestment/reduction in local authority funding for homelessness/housing support services for offenders and risk to the continuation of key services, review potential alternative funding models/approaches to service delivery (eg Housing First) with partners and explore possible new service development options • Review implications of introduction of new local authority homelessness prevention duty (scheduled for introduction in April 2018) and new, national Supported Housing funding stream (scheduled for introduction in 20120) for future work with offenders with housing needs <p><u>Education, Training and Employment</u></p> <ul style="list-style-type: none"> • Review outcome of Offender Social Enterprise feasibility study/take forward recommendations • Examine other options for improving offender's access to employment and training – eg 'Ban the Box', use of ROTL for prisoners nearing release from custody etc. <p><u>Substance Misuse</u></p> <ul style="list-style-type: none"> • Work with local authority commissioners to further develop and improve delivery of commissioned substance misuse services for offenders to reduce offending and improve recovery outcomes, ensuring effective alignment/targeting of available budgets • Ensure that strengthened pathways are developed and that greater use is made of 'adjournment for further assessment' option by local courts to promote greater take-up of

		<p>community orders with ATR, DRR, MHTR and RAR conditions to reduce the risk of offenders with substance misuse needs, mental health needs and other vulnerabilities unnecessarily receiving short-term custodial sentences, picking up on learning from national CSTR test bed sites</p> <ul style="list-style-type: none"> • Address recent issues in relation to women offenders with complex needs referred by NPS being assessed as unsuitable for ATR/ DRR (increasing the risk of women being sentenced to custody). Ensure that women offenders subject to ATR/DRR are being given the best opportunities, services and support to achieve long-term desistance and rehabilitation. • <u>Mental and Physical Health</u> Establish new Community Safety and Mental Health Strategic Board to oversee/coordinate improvements in the provision of services for offenders with mental health/complex needs • Complete further research/analysis to ascertain nature and scale of local needs • Continue to improve operation of referral pathways between cj agencies and health agencies to improve availability of diversionary services for those coming into contact with the cj system with mental health needs and other vulnerabilities • Work with NHS England and health partners to establish improved coverage of Liaison and Diversion services in the county • Ensure Liaison and Diversion Custody schemes are able to meet the needs of female offenders including referral to mental health and other key support services - such as debt advice, domestic abuse advisor, education or training and addiction treatment
16	Review current system for determining annual District community safety partnership funding allocations to ensure closer alignment with the priorities of the Strategic Framework	<ul style="list-style-type: none"> • Commission updated county-wide community safety strategic assessment • Review case for introducing revised funding allocation framework to ensure more accurate alignment of local/district rehabilitation and resettlement initiatives with the priorities of the Strategic Framework • Improve engagement of district CSPs in Staffordshire in OMADB delivery arrangements
17	Improve availability of mentoring support services for offenders	<ul style="list-style-type: none"> • Review effectiveness of 'Through the Gate' mentoring arrangements for prison leavers

7.5 The tables above set out the key actions which partners intend to deliver over the remaining life of the Framework, to the end of October 2018 and beyond – up to the end of March 2020 - in support of the achievement of the Framework's key priorities and will provide the focus of joint work across agencies to prevent and reduce offending in the county going forward, and the targeting of commissioning resources.

'Flagship' Projects

7.6 During the next phase of delivery it is proposed that the following 2 projects be designated as 'Flagship' projects:

- Establishment of coordinated approach to delivery of Safeguarding Education in Staffordshire Schools;

- Establishment of Staffordshire Community Safety and Mental Health Strategic Board and programme;

7.7 Both are large scale/complex projects which will contribute in a substantive way to the successful implementation of the overall Strategic Framework programme.

7.8 Each will involve an enhanced level of whole-system/multi-agency working in order to be delivered successfully, potentially requiring the investment of significant agency time and resources.

7.9 As such it is proposed that each project be managed discreetly – but with links to the Framework’s wider multi-agency Delivery Group arrangements – in order to ensure an appropriate level of management oversight.

7.10 This will ensure:

- An improved basis for joint working between relevant agencies
- Close management of project delivery based on a joint project management approach
- An improved means of identifying the expected benefits and impacts of each project
- An improved means of monitoring and measuring progress

Enabling Workstreams

7.11 Over the period covered by the refreshed strategy the OPCC will continue to support delivery of a number of key enabling workstreams to support implementation of the Framework. This includes:

- Communications
Ensuring the sharing of key messages about progress in delivering the Framework to relevant stakeholders and to the public at large
- Data Sharing and Analysis
Coordinating the sharing of data between agencies to ensure the availability of key information to support implementation of the Framework’s key deliverables and to track progress against the strategy’s outcomes.
- Knowledge Transfer
Ensuring the sharing of academic research and best practice to help guide and inform delivery of the Framework.
- Workforce/Staff Development (under development)
Facilitating cross sector staff development and training events to help support delivery of the Framework

8. Governance and Performance Management

8.1 The refreshed strategy represents a significant programme of change which will require continued effective joint working between all partners if the aims and ambitions of the strategy are to be realised.

8.2 Through its role on the OMCDDB the OPCC will continue to play a key role in driving forward implementation of the Strategy, coordinating joint action across agencies in support of the delivery of the Framework's key priorities and deliverables. The OPCC's convening and over-sight role makes it well placed to bring services together locally in support of the reducing offending agenda and to coordinate the alignment and pooling of resources across agencies - including the negotiation, where appropriate, of co-commissioning arrangements – to ensure an effective, joined-up approach to preventing and reducing offending in the county.

Governance

8.3 The Staffordshire OMCDDB will continue to provide overall governance in respect of the delivery of the strategy, ensuring a consistent approach to strategic decision making and resource allocation in relation to the strategy.

8.4 In order to more accurately reflect the aims and objectives of the Board it is recommended that going forward the OMCDDB be re-named as the Staffordshire Reducing Reoffending Board.

8.5 Programme and project management will continue to be overseen by the respective OMCDDB Delivery Groups under the revised configuration of Delivery Group structures outlined at Section 6 above.

Risk Management.

8.6 To ensure an effective approach to risk management a comprehensive risk register has been developed outlining key risks to delivery and mitigating actions. The plan will continue to be reviewed and updated at regular intervals throughout the life of the refreshed plan to enable risks to be effectively monitored and managed.

Performance Management

8.7 A comprehensive Action Plan is in place to support the implementation of the Framework and to enable performance in delivering key outcomes to be tracked.

8.8 A copy of the current Action Plan proforma is attached at Appendix 1.

8.9 Once signed off by partners, the proforma will be revised and updated as appropriate to include actions and deliverables agreed as part of the refreshed strategy and be used to guide local action in support of the Framework's key aims over the next 2-3 years

8.10 Reports on progress will continue to be made to the OMCDB, SSSB and other relevant partner agencies on a regular quarterly basis throughout next phase of delivery of the strategy to ensure effective oversight of performance.

9. Next Steps

9.1 Next steps will include:

- Sign off of refreshed Framework (to be included on the agenda of the January 2018 OMCDB meeting)
- Completion of revised and updated Action Plan to guide local action in support of the Framework's key aims for the next 2-3 years
- Implementation of new Delivery Group structures
- Re-focusing of enabling workstreams to support continued effective implementation of the Framework
- Agreement of commissioning plan(s) to guide future investment to support delivery of the Framework

Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	YR 1 YR 2 YR 3	R A G	Evidence / Progress update
PE1							
PE2							
Offender Management							
OM1							
OM2							
Rehabilitation and Resettlement							
RR1							
RR2							

Appendix 1: Strategic Framework 2017-20 - Action Plan Proforma