

Safer Communities Partnership Enhancements:

New Approach to the Offender Journey

16th October 2012

Context and Aims:

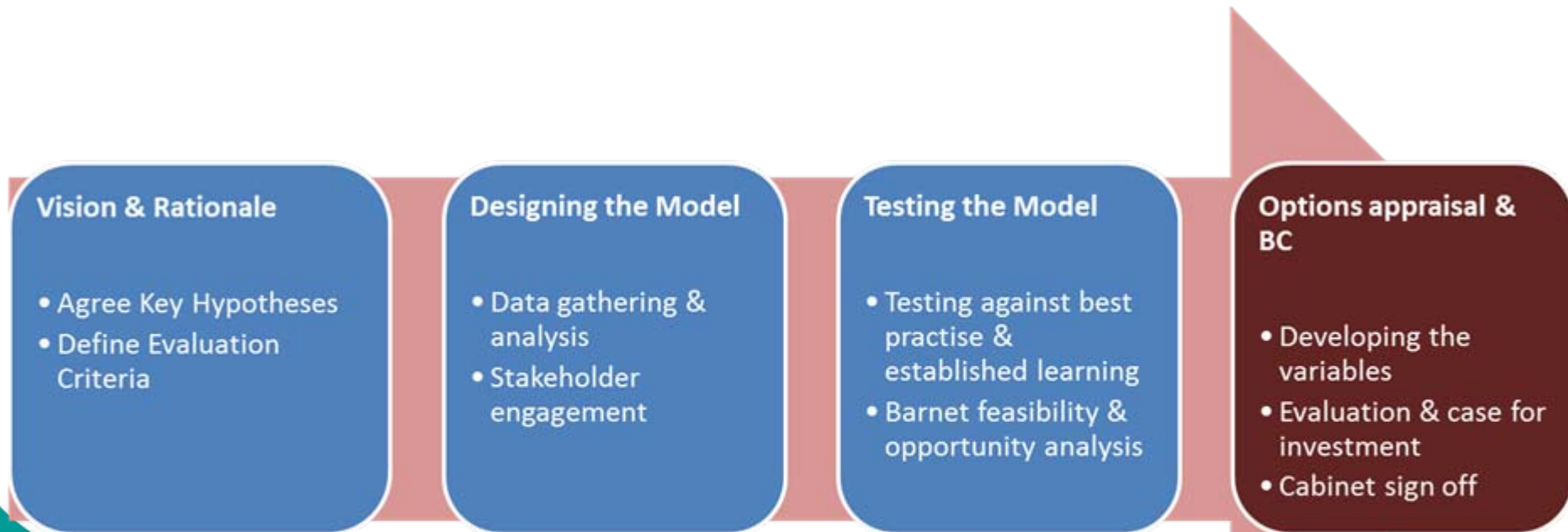
- The Strategic Outline Case (SOC) approved in June 2012 set out a number of key themes to explore to enhance the Safer Communities Strategy,
- The full suite of enhancements will be set out in an Outline Business Case prior to implementation.
- As part of the development of the Outline Business Case, a model looking at the offender journey has been developed, with a set of five key initiatives.

The SOC refers to four key themes which form the basis of the vision for how to ‘make Barnet Safer’. These themes are outlined below:

Theme	Features
Commissioning model	<ul style="list-style-type: none"> - A justice reinvestment multi-agency approach - Community sentences for offenders - Preventive, early intervention approaches - Opportunities for local private businesses to engage in the above - How residents can report crime with confidence their concerns will be addressed - A budget alignment and investment framework.
Enhanced Integrated Offender Management (IOM)	<ul style="list-style-type: none"> - A one stop approach with access to a wider range of services - Peer mentoring scheme for short sentenced prisoners released from HMP Wormwood Scrubs - Engagement with the work with troubled families to include offenders - Individual budgets
A community based approach to dealing with alcohol related Anti-Social Behaviour (ASB) and domestic violence	<ul style="list-style-type: none"> - Working with licensees to develop a more robust enforcement regime. - Training key staff in probation and the police in undertaking brief interventions to reduce alcohol intake of offenders. - Improve data collection to identify alcohol related crime more effectively.
A new deal with citizens	<ul style="list-style-type: none"> - Work with Barnet Homes to review the council housing allocation policy and tenancy agreements to identify how ‘good behaviour’ conditions could be included and how appropriate penalties could be applied to those who do not adhere to requirements. - Review policies across the Community Safety Partnership to ensure they align in respect of good behaviour clauses and appropriate penalties to ensure compliance.

Approach

- Below is the approach and logic that has been carried out in developing the OBC; to evaluate the efficacy of implementing the Strategic Outline Case.
- We are now at the final stages of this process and have focused on 5 specific initiatives to carry out more detailed cost benefit analysis; these do not discount other areas for consideration but provide a focus and illustrate tangible options for delivery, associated benefits and address the themes of the SOC and strategic priorities.

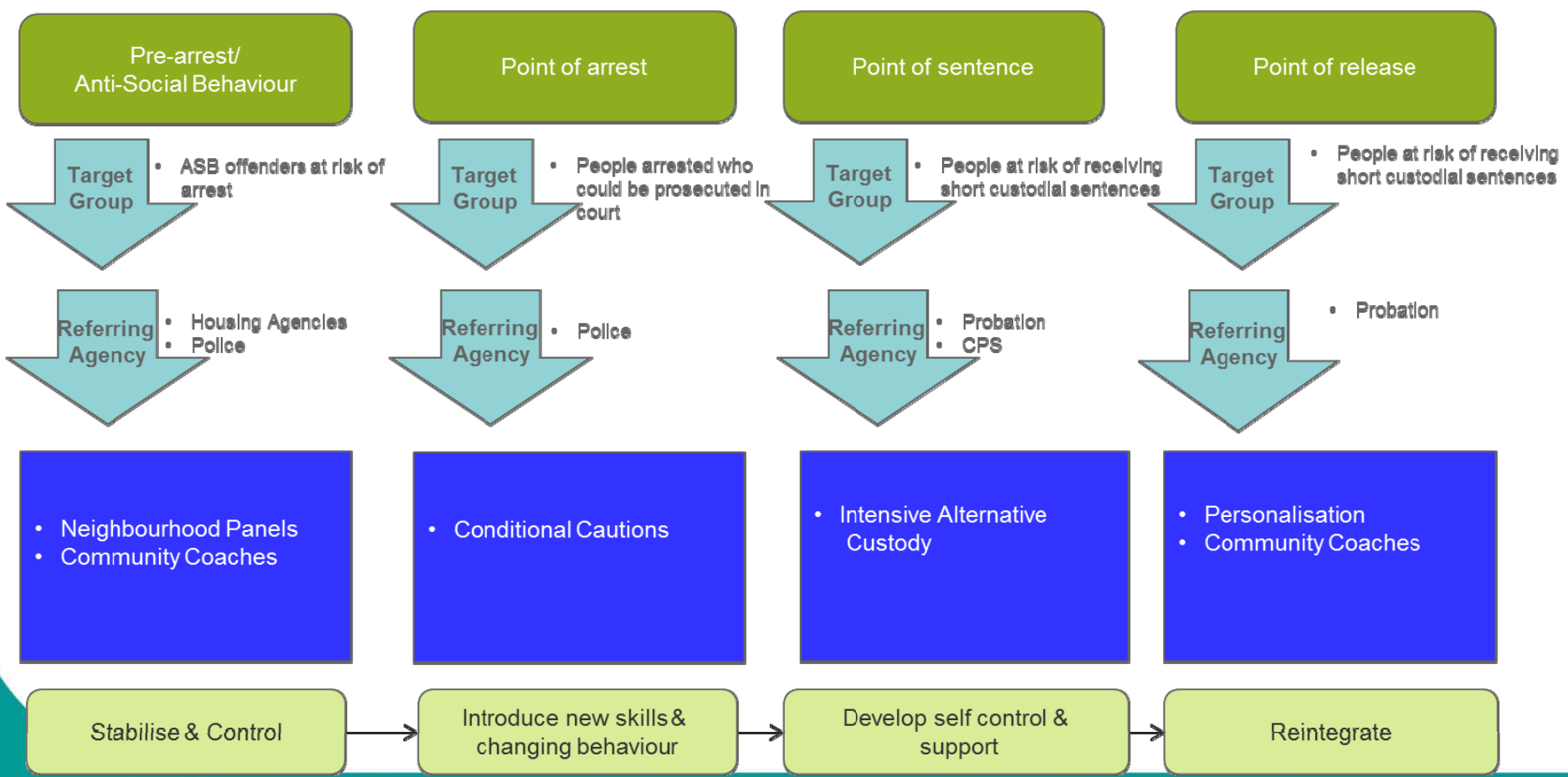


Developing the model



Initial Proposals

- The following diagram illustrates the 5 proposed initiatives along the offender journey, specific target groups and referring agencies.



(1) Neighbourhood Justice Panels

- A forum in which perpetrators of anti-social behaviour or low level offending are called to meet with the victims of their behaviour, and any wider involved community, to recognise the harm that they have caused and make meaningful amends for their actions.
- Both the victim and perpetrator must agree to this remedy and the perpetrator must admit liability.
- The panel will be attended by the victim, offender, and anyone else affected by the harm. A facilitator who is a trained volunteer from the community will make contact to arrange the NJP following referral, at a local community venue and the referring agency e.g. Police / housing provider may also be represented.

(2) Community Coaches

- Volunteers from within a community are trained as coaches to engage and support hard to reach individuals exhibiting risk factors associated with criminal activity.
- Community coaches act as mentors in helping individuals achieve their goals and aspirations, ensuring they tap into available supports and in time reducing their dependency on public services.
- Barnet already has a service providing a Community Coaches Programme delivered through Home Start - a targeted intervention for the Troubled Families initiative. Evaluation of this initiative demonstrates positive impacts for target cohort and savings to the public purse.

(3) Conditional Cautions

- One of a range of out-of-court disposals determined by the Police, and provide an effective, swift and speedy resolution in appropriate cases.
- The perpetrator of the offence must admit liability and agree to the alternative out of court disposal.
- Could address the the community in the delivery needs of the wider community by engaging of local justice, to identify and participate in visible rehabilitative and reparative remedies.
- Potentially offer a quicker and speedier resolution than the full judicial process
- Focus on brief interventions - alcohol –related crime e.g. awareness courses paid for by the offender.

(4) Intensive Alternatives to Custody

- A different way to punish certain offenders and usually involves some form of deprivation of liberty, could include community payback and is focused on rehabilitation.
- Usually include 3 - 4 requirements to be undertaken over about 12 months.
- The Probation Trust would develop a greater range of sentencing options for magistrates, based on the evidence of what works to reduce reoffending but offers greater cost effectiveness.
- More likely to prevent re-offending due to the reinforcement of criminal behaviours associated with custodial sentences where interventions are less intensive and outcomes not as well targeted or monitored.
- They are also significantly cheaper to deliver and therefore represent better value for money

(5) Personalisation

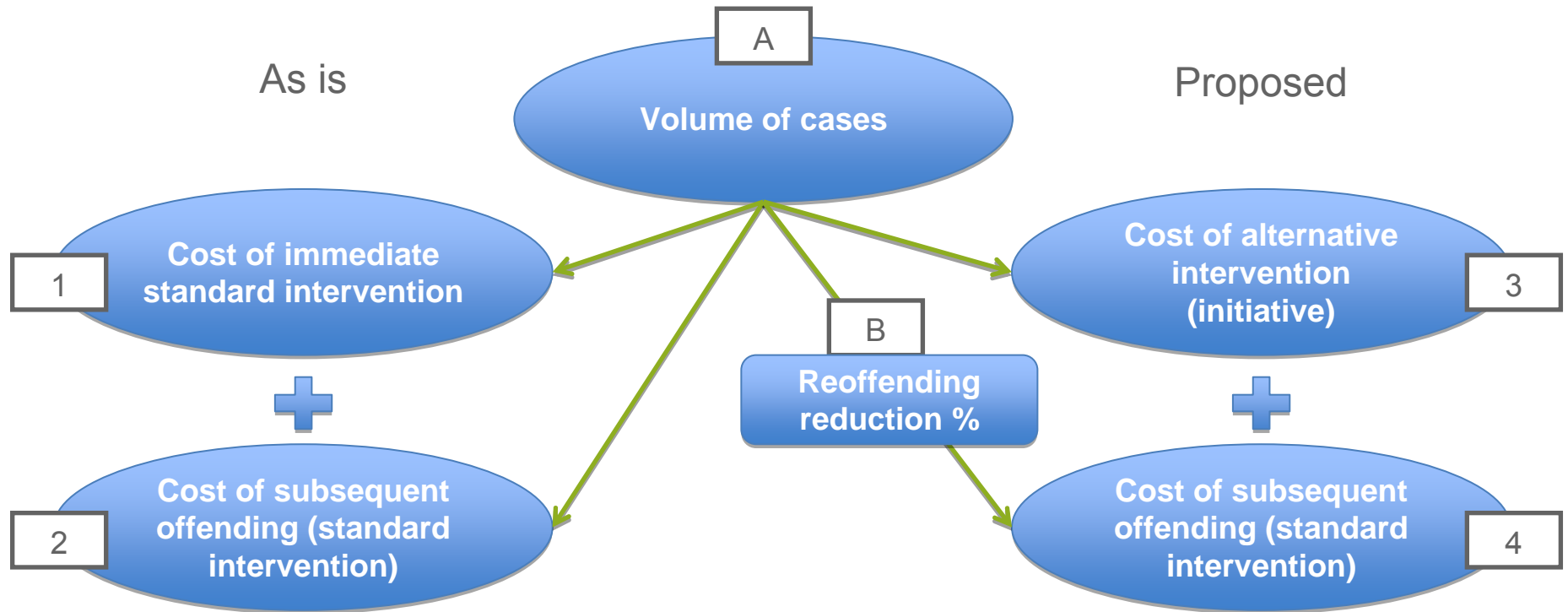
- Personalisation takes into account the individual's personal circumstances, goals and responsibilities and their own resources, as well as those available through statutory and other services, to deliver outcomes in the best and most efficient way possible.
- The target group would be prisoners released to Barnet (less than 12 months) from custody, with known substance misuse problems.
- Workers such as Probation Officers broker interventions to meet the specific needs of ex-offenders to ensure that they are sequenced appropriately and delivering maximum impact and value.

High Level Outcomes

- Reduce re-offending, ASB incidents and alcohol-related crime.
- Improve victim satisfaction
- Develop public confidence with visibility of crime/ASB being tackled
- Increase community engagement in the development of local justice solutions
- Help individuals to resolve problems at an earlier stage to prevent escalation through criminal justice continuum, or to prevent individuals who may not be known to statutory agencies from becoming known through crises events
- Reduce volume and cost of standard Council, Police and Crown Prosecution Service interventions such as court.
- Improves outcomes with more focused interventions, that have a more personalised and relevant approach
- Improved health and employment outcomes for offenders released from prison
- Reduced reliance on statutory services.

Cost/ Benefit Logic (1)

Level 1 logic



$$(1A + 2A) - (3A + 4AB) = \text{net system saving}$$

Cost/ Benefit Logic (2)

Level 2 logic for standard interventions (basis of 1, 2 and 4 above)

Number of Police interventions required	1	Variable subject to target group
Cost of call out	2	£542 per CLG TF cost database
% of 1 arrested	3	Variable subject to target group
Cost of arrest	4	£1,930 per CLG TF cost database
% of 3 cautioned	5	Variable subject to target group
Cost of caution	6	£492 per LBB TF cost database
% of 3 prosecuted	7	Variable subject to target group
CPS cost	8	£500, say
Magistrates court cost	9	£768 per CLG TF cost database
% of 7 sentenced	10	Variable subject to target group
Sentence cost	11	Variable subject to sentence



Cost/ Benefit Summary

Combined impact	Annual saving ¹	Annual cost	Annual impact ¹	Set up costs	Year 1 impact
Police	£357,871	(£98,400)	£259,471	(£46,000)	£213,471
CPS	£126,260	£0	£126,260	£0	£126,260
Probation	£0	(£397,350)	(£397,350)	(£5,000)	(£402,350)
Court	£193,935	£0	£193,935	£0	£193,935
Prison	£351,788	£0	£351,788	£0	£351,788
TBC	£0	(£75,000)	(£75,000)	(£241,500)	(£316,500)
Total	£1,029,854	(£570,750)	£459,104	(£292,500)	£166,604

Discussion Points:

- Suitability of the offender journey model, including feedback on each of the five proposed pilot initiatives.
- Available budgets and resources to support set up and implementation.
- Use of a community budget model to finance the initiatives.