

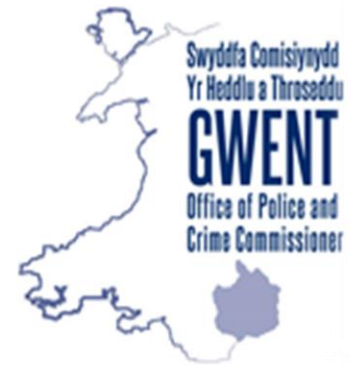
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Office of Police and Crime Commissioner, Gwent

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Comisiynydd Heddlu a Throseddau Gwent | Police and Crime Commissioner for Gwent:
Jeff Cuthbert B.Sc., MCIPD

The Rt Hon Priti Patel MP
Home Secretary
Home Office
2 Marsham Street
LONDON
SW1P 4DF

1st June 2020

Dear Home Secretary

Criminal Justice Joint Inspection: A joint thematic inspection of Integrated Offender Management

As required by statute, I am writing to you to respond, from a Gwent perspective, to the findings contained within the joint thematic inspection of Integrated Offender Management (IOM).

As PCC for Gwent I am committed to delivering effective services for the people of Gwent, working collaboratively with Gwent Police, Criminal Justice agencies and partners. As the Chair of the Gwent Criminal Justice Board and a member of the All Wales Criminal Justice Board, I am committed to delivering effective policing and crime services and to ensure continuous development and improvement. I recognise the importance of our approach to IOM and work with the Chief Constable to ensure that effective services are delivered. With that in mind, I was extremely concerned to read the findings of this national report and welcome the recommendations that are highlighted for progression by all agencies involved in the IOM process. It was disappointing that there had been little progress since the last inspection undertaken in 2015 and that this area of work seems to have been overlooked in its importance.

I fully support the requirement for a refresh of the IOM strategy which will provide clarity on lead responsibilities and that this is supported by the independent evaluation that will also be undertaken.

In relation to IOM performance, my office has been working with Gwent Police to develop a detailed force performance framework and I have asked that this is an area of focus, although we are still waiting for confirmation as to which specific outcomes could be included. The development of a national performance framework would help to support this work as well as provide clarity for me in relation to my duty to hold the Chief Constable to account for performance in this area.

The Deputy PCC chairs the Gwent Criminal Justice Board (GCJB) and reporting on IOM is brought to that forum for oversight from all relevant partners. The Gwent Criminal Justice Board has requested improved reporting and oversight of IOM by Gwent Police, Her Majesty's Prison and Probation Service (HMPPS) and partners. I am assured that all relevant partners and services are involved in the delivery of IOM through their attendance at the GCJB and also the All Wales Criminal Justice Board.

My office recently undertook a 'deep dive' into the area of crime prevention as it is the first priority within my Police and Crime Plan. We discovered that reporting against this priority was limited and as a result Gwent Police are working on the development of a Crime Prevention Strategy which will also consider the reduction of repeat offending and will require the force to have a good understanding of offender management, of which IOM is a significant element.

The provision of service user profiles would be of benefit to my office's commissioning activity as it will help us to support consideration of this area and to identify any gaps in service provision that may exist. My office is currently working with the Area Planning Board to recommission substance misuse services and at a recent Strategy and Performance Board, which is the meeting at which I hold the Chief Constable to account, we asked for the links between IOM and substance abuse to be explored in order to support the recommissioning work.

An update on the specific recommendations for progression by each police force is below:

Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should:

- *Define their IOM operating model and produce practice guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process*
- *Improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection*
- *Analyse training needs and ensure that all staff receive sufficient training to enable them to fulfil their duties. Training in public protection, safeguarding children and working with vulnerable adults should be prioritised*
- *Ensure that service users are kept informed, as much as possible, about the benefits of inclusion in IOM, the support available and the monitoring and information-sharing ramifications of IOM supervision.*

I have been provided an update on the work undertaken by Gwent Police to date and will ensure that these recommendations are progressed as soon as possible.

There is clear governance for IOM in Wales and a national strategy for reducing re-offending. The impact of austerity on capacity and therefore the level of commitment police and probation services have been able to make to integrated working in recent years is acknowledged.

Gwent Police is currently working with the new Local Delivery Unit Head for Probation to refresh the approach taken in Gwent. There is good membership at the strategic IOM Board from a range of partners and this is replicated at the operational level with regular tasking and migration meetings taking place. The IOM Board has agreed the following set of strategic objectives for the Gwent area:

1. To clarify the purpose of IOM and the operating procedures that underpin this with all relevant staff

2. To agree the measures which allow us to properly assess how well we are achieving our purpose
3. To implement the necessary processes and structures to ensure performance data is captured and reported
4. To expand the Wales Integrated Serious and Dangerous Offender Management (WISDOM)¹ pilot across Gwent, to ensure it is adequately resourced, and to ensure it is established within operating local procedures
5. To maximise the opportunities to reduce risk through effective use of electronic tagging
6. To optimise the arrangements for planning the release of offenders from custody

A local procedures document has been drafted which ensures those working within IOM teams understand their role and the intention is to discuss and agree this at the next quarterly regional IOM board. I have also been assured, that whilst some of the recommendations are yet to be progressed, they will be considered at that meeting to ensure they are covered in the operational procedures document.

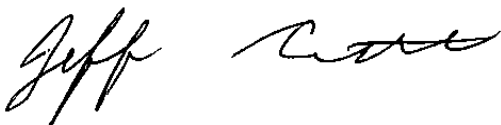
In the West Local Policing Area, there is a WISDOM model which is fully integrated with Probation as part of the aforementioned pilot which is waiting for a steer from IOM Cymru in relation to the next steps. It should also be noted that the IOM Cymru Programme Board has developed a new selection matrix which incorporates contemporary crime issues such as serious and organised crime and modern slavery within the scoring criteria.

In light of the concerns raised in the report, I have requested that the report is discussed at the next Gwent IOM Board with a detailed update provided to me on how the Chief Constable intends to progress with this area of work. I am aware that Gwent Police has also appointed a new IOM lead from 1st June 2020 who I hope will support the progression of these recommendations.

I look forward to seeing the progress made in relation to IOM by the joint national oversight group and I was pleased to note the positive influence that some PCCs have had in supporting IOM although it is clear that there is a substantial amount of work that needs to be undertaken, both here in Gwent and on a national basis.

I will discuss the issues raised in the report further with the Chief Constable and will support any developments necessary to progress the work identified.

Yours sincerely



Jeff Cuthbert B.Sc., MCIPD
Police and Crime Commissioner for Gwent

¹ The WISDOM project is an all Wales pilot where IOM focuses on high risk of harm subjects.