

# Enabling Engagement with the Prolific and Priority Offenders process in Kent & Medway CDRPs

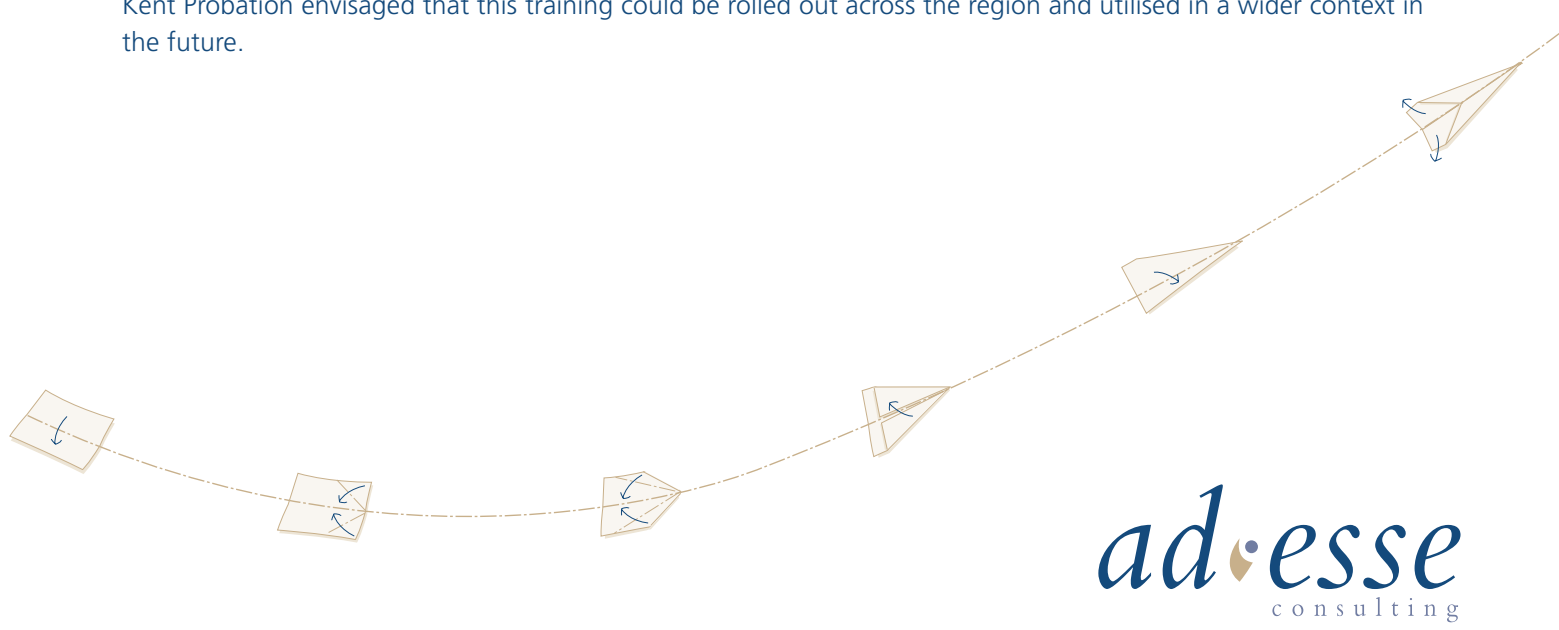
## FROM POSSIBILITY...

All members of the community have differing needs at different stages of their lives. This includes offenders and those who are on the cusp of offending where interventions could make all the difference to their future lives. Crime and Disorder Reduction Partnerships (CDRPs) play a leading role in implementing Prolific and Priority Offenders (PPO) schemes in their area and supporting the development of Integrated Offender Management (IOM). These PPOs are responsible for disproportionately greater amounts of crime. In fact, Home Office research states that 10% of active offenders are responsible for 50% of all serious crime. The CDRP's role is to ensure that all the available interventions are in place to prevent, deter or rehabilitate these offenders. Interventions are many and are provided by many different agencies. They may include housing, education and support with substance abuse. To ensure that there is a multi agency management of appropriate interventions and that these are provided in a timely and effective way they are managed through agency participation within the CDRP framework.

The challenge within Kent and Medway was the differing approaches to the PPO process by the thirteen CDRPs. Some agencies that provided interventions for this group of offenders were not participating fully and this was having an impact on the success of the process. Also, the CDRPs operated in different ways to accommodate the needs of the locality they were serving. Although no-one was expecting total conformity to one way of working it was important that good working practice was shared. The key issues, in summary, were;

- Different agencies and organisations had different interpretations of the CDRP's role
- The benefits of CDRP engagement with the PPO process had not been clearly defined or articulated
- The relationship between the CDRP and Kent Criminal Justice Board was not clear (KCJB consists of the Chief Officers from the criminal justice agencies who co-ordinate activity and share responsibility for delivering criminal justice in Kent and Medway)
- There were no agreed processes for CDRP engagement.

We were asked to work with key partners to identify the reasons for the differing approaches, the barriers to delivery, to identify good practice and to design a training programme to address these needs. In the longer term, Kent Probation envisaged that this training could be rolled out across the region and utilised in a wider context in the future.



## Our Approach

Our first step was to plan the scope of the project with some of the key players. We set out to understand how many agencies and organisations were involved in CDRPs, what the strategic management structure looked like and also how CDRPs currently worked. This would give us an indication of some of the issues that may be getting in the way of effective engagement with the PPO process. We also mapped the key PPO processes; Prevent and Deter, Rehabilitate and Resettle, Catch and Convict.

Several consultation workshops were planned with key representatives from the agencies and organisations involved taking part including not only the Chairs of the CDRPs but also managers and front line operations staff who were responsible for the day to day implementation of the PPO process and interventions. The objectives of the workshops were as follows

- To consider the current role of the CDRPs within the PPO process
- To identify what works well
- To identify improvements to the CDRP's role and engagement within the PPO process
- To define the role of the CDRPs within the wider IOM approach
- To establish the benefits of CDRP engagement

The results would be used to inform the training programme that would be delivered by internal trainers across all CDRPs.

Although designed to understand the reasons for lack of engagement, the consultation workshops actually provided a lot more information on some wider issues about the structure and operation of CDRPs. It became clear that the participants weren't as well informed about CDRPs and PPO process as we had anticipated and so there were various different approaches to implementation of the PPO process. The thirteen CDRPs operated very differently and so, at this stage, conforming to one standard way of working was not going to be possible. However, all the participants were able to identify the Key Success Factors for CDRPs.

The key findings from the workshops were;

- There was lack of knowledge and understanding of the PPO process within the CDRP
- The strategic management structure was complex due to the many organisations involved and so may be leading to some duplication of work and stretched use of resources
- Some agency objectives were not totally compatible with others leading to a lack of direction
- Communication links between agencies within the CDRP and the relationship between the CDRP and KCJB had not been clearly defined
- A lack of cross agency evaluation of the process and approach meant best practice was not being shared

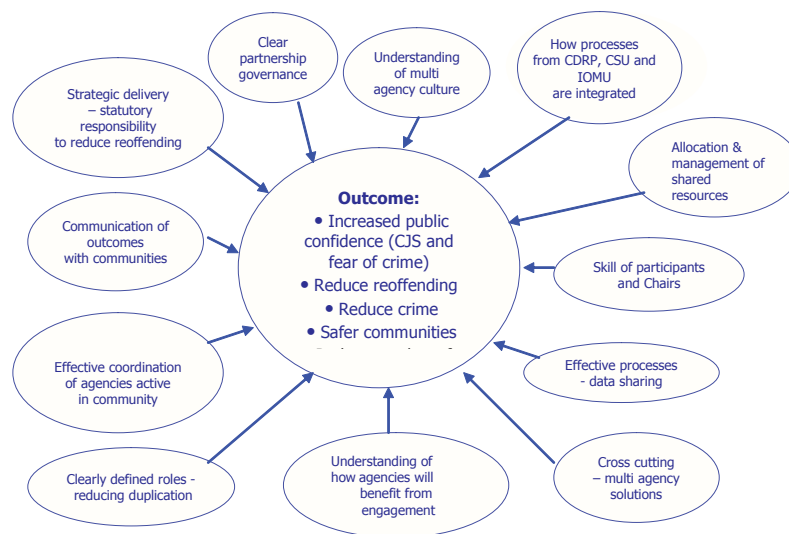
We knew that a priority for the training programme would be the need to inform the participants about the objectives and outcomes of the PPO process and the roles and responsibilities of those within the strategic management structure. It would have to include a case study to ensure that agencies were implementing the process effectively and it would need to give each CDRP the opportunity to identify what was working well and what needed to be improved leading to some defined actions that would benefit all concerned, particularly the offender.

## TO ACTUALITY...

### Making it Real – Reducing Re-offending Tool

Having reviewed the results of the consultation workshops we set about designing a training tool for CDRPs and participating agencies that would inform and provide learning. We felt it was important that each CDRP had ownership of this learning in terms of applying it to their own circumstances and that resulting actions would become part of their way of working. We based the content of the tool around the Key Success Factors for CDRPs identified at the consultation workshops by those involved.

### Key Success Factors for CDRPs



The tool would be delivered by internal trainers who were actively involved with the CDRPs and are based within the Community Safety Partnership Training Unit. They would act as facilitators throughout the process.

The objectives of the tool are as follows;

- To develop an understanding of the roles and responsibilities of the strategic authorities including CDRP, KCJB, Community Safety Unit, Integrated Offender Management (IOM) and the Safer and Stronger Group
- To develop an understanding of the PPO process
  - The application of the process
  - The activities within the process
  - The outcomes
- To develop an understanding of the IOM process and the PPO process within it
- To identify the benefits of engagement
- To develop an action plan to support CDRP engagement with the PPO process and the development of

### IOM

This is achieved through a series of exercises including a case study whereby the participants consider an actual case involving a young offender and identify the individual and family needs and how those needs would be met. Specifically we are asking how the agencies involved would share information, co-ordinate response and ensure multi agency solutions – key success factors for CDRPs. Once identified, the participants then consider the key success factors as outlined above and identify which in their CDRP work well and which need to be improved. They would then develop actions as a whole CDRP team. These actions would be linked to National and Regional Community Safety Priorities and The Six Hallmarks of Effective Partnerships from the Home Office to ensure consistency.

The tool also stresses the implications of not working in partnership as well as the positives of engagement.

Once complete, we trained the in house facilitators in the tool enabling them to add their thoughts and experiences to ensure that the tool was relevant and applicable and had the scope to evolve as needs change.

### **Management report**

In addition to the training tool we also produced a report on the wider issues that were highlighted by the participants in the consultation workshops. Particularly the complexity of the strategic management of CDRPs and working relationships between the authorities, lack of definition of communication processes, use of resources and sharing of good practice. We have made recommendations for further work and this is in the process of being considered.

### **Recommendations for guidance**

There are various guidance documents for the IOM and PPO process and the complexity of the process raised the following questions:

- How far can guidance documents be prescriptive due to the different nature of the different CDRPs?
- Is standardisation possible across all the CDRPs and, if so, is it valuable to do so?
- How can best practice be shared and added to guidance documents to ensure progress?

Much is dependant on the results of the further work. However, our recommendations for Kent and Medway CDRPs are that the guidance should be easy to use, visual and include all relevant information to support both strategic and operational activities. It should be flexible and added to when required, be interactive, if possible, enabling learning through application and be used as a working document that all participating agencies hold and use as required summarising the key information they need to be able to operate within the PPO process, IOM and CDRPs.

### **The Benefits**

There are many agencies involved in the PPO process and the implementation of Integrated Offender Management. During this project we were left in no doubt that all participants are very committed to the work that they do. The challenge is to ensure that the processes they work to support them and enable them to achieve their objectives.

We have left Kent and Medway CDRPs with the following:

- A training tool that informs and enables the CDRPs to manage their own development and improvements to the PPO process
- Trained in house facilitators who are part of the CDRP framework and so know what the issues are
- Recommendations within the management report that will improve the strategic management structure
- A blue print for other processes within criminal justice in Kent and Medway.



### **FURTHER INFORMATION**

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