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Office of the  
**Police & Crime  
Commissioner**  
West Yorkshire

My Reference: OPCC/MBW/NF

Your Reference:

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Dear Home Secretary,

**HMICFRS/HM Inspectorate of Probation: A Joint Thematic Inspection of Integrated Offender Management**

I am writing in response to the recent national thematic HMICFRS / HM Inspectorate of Probation inspection report on Integrated Offender Management (IOM). Although West Yorkshire was not one of the specific locations visited for this inspection, and I am grateful for the observations and recommendations reported back at national level.

In their last Force Management Statement (FMS), West Yorkshire Police identified that they had just over 3,000 people (excluding registered sex offenders and MAPPA cases) under their IOM programme. Although the FMS predicts that offending trends could see growing demand on IOM services, it also recognises the potential impact of 'liaison and diversion' services (now established across West Yorkshire), which identify and signpost offenders to the health or social care services they need to help reduce their offending behaviour.

This highlights that the success of IOM schemes is only partly linked to the work of police services. We also rely on close joint-working with our partners, particularly those in the prison and probation service, and those who provide important health care services, particularly those associated with substance dependency and mental health issues. At the most recent meeting of the West Yorkshire Reducing Reoffending Board (which I Chair), I asked for an update from CRC and NPS colleagues on how they are supporting our broader IOM objectives.

In West Yorkshire, this collaborative working is fostered through the Local Criminal Justice Board (LCJB), which I have chaired since 2017. Before the unprecedented challenges of the Covid-19 pandemic, we could look back on some solid achievements in the recent past. The launch of our first West Yorkshire Reducing Reoffending Strategy during 2019 is one example. This project has brought criminal justice partners, the third sector, and service users together to design a document which highlights;

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- the need for early identification of those at risk of reoffending;
- on having the right pathways to support in place;
- and addressing the specific needs of women in the criminal justice system.

Another notable project was the commissioning of research from 'User Voice' - an offender rehabilitation charity who have gained funding from my Partnership Executive Group Fund. Their work explored how support services for those in the criminal justice system could be made more effective, and has helped to promote effective future engagement with offenders, and encourage the commissioning of relevant new services.

Finally, much of my work on criminal justice themes at the OPCC is driven through a dedicated Criminal Justice Advisor post, who I appointed to my office in November 2018.

In response to the report's recommendations, WYP have reported back to me via our LCJB forum with the following update:

**• Define the 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.**

WYP have initiated a research phase as a precursor to defining a new businesses model. This has included collating feedback from their district IOM teams, and contacting fellow forces to discuss best practice elsewhere. However, this aspect of the work has been hampered by the onset of Covid-19.

**• Improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection.**

A key barrier to the efficient exchange of information on offenders' support needs is the use of different IT systems. Often details about individuals on IOM programmes have to be exchanged at meetings or via email, causing additional work and delay. WYP's IOM team have identified a Microsoft Power BI package that can produce overview data from IOM cases which is helping to simplify communication with partners.

**• 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.**

WYP intended to run a training conference for staff, featuring a half-day session on safeguarding measures. The objective is to make this an annual event, although this year's training has been temporarily postponed due to Covid.

- **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.**

We believe that WYP is already in a good position to fulfil this recommendation. All IOM offenders have 'agreements' or 'contracts' in place, which sets an individual's boundaries and expectations under the programme. This will of course be written into the new operating model and any further training for IOM staff will be provided.

Through the West Yorkshire LCJB, and my usual channels of scrutiny of the work of West Yorkshire Police, I will continue to monitor how WYP apply the findings of this timely report, as well as assessing the strength of the partnership work which supports our local IOM programme.

Yours sincerely



Mark Burns-Williamson  
Police and Crime Commissioner for West Yorkshire