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**INTEGRATED OFFENDER
MANAGEMENT
FRAMEWORK IN BROMLEY –**

**INFORMATION PACK &
TOOLKIT**

2010/13

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Foreword

This information pack sets out and formalises the framework of the Integrated Offender Management (IOM) scheme for Bromley. It describes the roles and function of the various panels it comprises of and translates the national IOM guidance into a locally based approach tailored to the specific needs of Bromley.

This document brings together National Guidance and local strategies as well as existing terms of reference and guidelines. New terms of reference were developed where needed as well as information sharing protocols, communication streams, monitoring tools, datasets and targets to monitor effectiveness of the system.

The toolkit, including the governance framework, monitoring and evaluation process and communication streams, constitutes and represents Bromley's vision to deliver a robust, streamlined and efficient system to tackle offenders in the Borough. This document is intended as a point of reference and as a practical tool to translate this vision into tangible, positive outcomes for Bromley residents.

Chair of IOM Board

Chair of BCSP

Chair of Bromley LSP

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1. IOM Framework in Bromley

Background

The key overarching rationale behind IOM is to formalise a shift in addressing offender management from isolated modalities delivered by separate, sometimes isolated, agencies to a holistic, partnership and case management approach better suited to reduce reoffending, promote positive impact on Bromley residents and reduce impact on victims of crime.

Integrated offender management aims to help local partners jointly to:

- Reduce crime and reoffending, improve public confidence in the criminal justice system and tackle the social exclusion of offenders and their families
- Address potential overlaps between existing approaches and programmes to manage offenders and address gaps
- Align the work of local criminal justice agencies and their partners more effectively, expanding or improving on partnerships that already exist at the local, area and regional level
- Simplify and strengthen governance to provide greater clarity around respective roles and responsibilities.

These outcomes will form the foundation, the rationale and the test against which the effectiveness of the IOM framework will be assessed by the IOM Board.

Structure¹

The Bromley Integrated Offender Management (IOM) framework is overseen by the Integrated Offender Management Board and delivered through four panels:

- a. Multi Agency assessment Public Protection Arrangements (MAPPA)
- b. Multi Agency Risk Assessment Conference (MARAC)
- c. Prevent and Deter / Deter Young people (DYO)
- d. Care Assessment and Management Panel (CAMP)
 - i. Prolific and Persistent Offenders (PPO)
 - ii. Drug Intervention Programme (DIP)
 - iii. Other priority offenders including “Vigilance” and as defined by the IOM Board

The Framework was developed in consultation with stakeholders including members of the IOM Board and of the Panels reporting to it. It provides a set

¹ Please see structure chart on page 7 of this report.

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of recommendations, guidance and structure within which the key IOM priorities are to be delivered.

Roles and functions of IOM Panels

Integrated Offender Board (IOM Board)

The IOM Board is responsible for the development, implementation and monitoring of the IOM scheme in Bromley and is accountable locally to the Safer Bromley Partnership and nationally to the Ministry of Justice and the Home Office.

Multi-Agency Public Protection Arrangements (MAPPA)

MAPPA supports the assessment and management of the most serious sexual and violent offenders.

The aim of MAPPA is to ensure that a risk management plan drawn up for the most serious offenders benefits from the information, skills and resources provided by the individual agencies being co-ordinated through MAPPA.

MAPPA bring together the Police, Probation and Prison Services into what is known as the MAPPA Responsible Authority.

Other agencies are under a duty to co-operate with the Responsible Authority, including social care, health, housing and education services.

There are 3 levels of MAPPA to reflect the level, risk and intensity of modalities provided²:

- **Level 1:** Normal agency risk management procedures. (Panel will not meet on these cases).
- **Level 2:** Local Risk Management Meetings (who represent a high or very high risk of harm where Public protection cannot be adequately met through single agency management)
- **Level 3:** Borough wide, multi-Agency Public Protection Panel Meeting (the 'critical few', who present an exceptionally high risk of harm). Membership should include senior managers from all relevant agencies involved.

The MAPPA Co-ordinator, on receiving a referral, must decide about the level of the case. Meetings are arranged on level 2/3 cases, whereas level 1 cases remain managed by a single agency without a meeting of the Panel.

²Source:

<http://www.proceduresonline.com/west%20mercia%20consortium/pdfs/MAPPA%20Levels%20%20and%20%203.pdf>

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Multi-Agency Risk Assessment Conference (MARAC)

The MARAC is part of a coordinated community response to domestic abuse, incorporating representatives from statutory, community and voluntary agencies working with victims/survivors, children and the alleged perpetrator.

The MARAC aims to:

- Share information to increase the safety, health and well-being of victims/survivors – adults and their children
- Determine whether the alleged perpetrator poses a significant risk to any particular individual or to the general community
- Construct jointly and implement a risk management plan that provides professional support to all those at risk and that reduces the risk of harm
- Reduce repeat victimisation
- Improve agency accountability
- Improve support for staff involved in high-risk domestic abuse cases.

Prevent and Deter / Deter Young People (DYO)

The aim of the DYO scheme (part of the Prevent and Deter agenda) is to ensure that the local Criminal Justice Service supports the wider partnership efforts to reduce the re-offending of this high risk group of young offenders. The DYO scheme builds on the existing operational practice of the local Youth Offending Teams (YOTs) and Youth Inclusion and Support Panel (YISP) and contains three strands mirroring the adult Prolific and Persistent Offender framework:

- Prevent and deter
- Catch and convict
- Rehabilitate and resettle

The DYO scheme is characterised by a risk based approach and early local identification of actual and potential Young Prolific and persistent (PPO) offenders followed by intensive intervention to reduce re-offending. It is the role of YOTs and YISPs to identify high risk young offenders at first conviction.

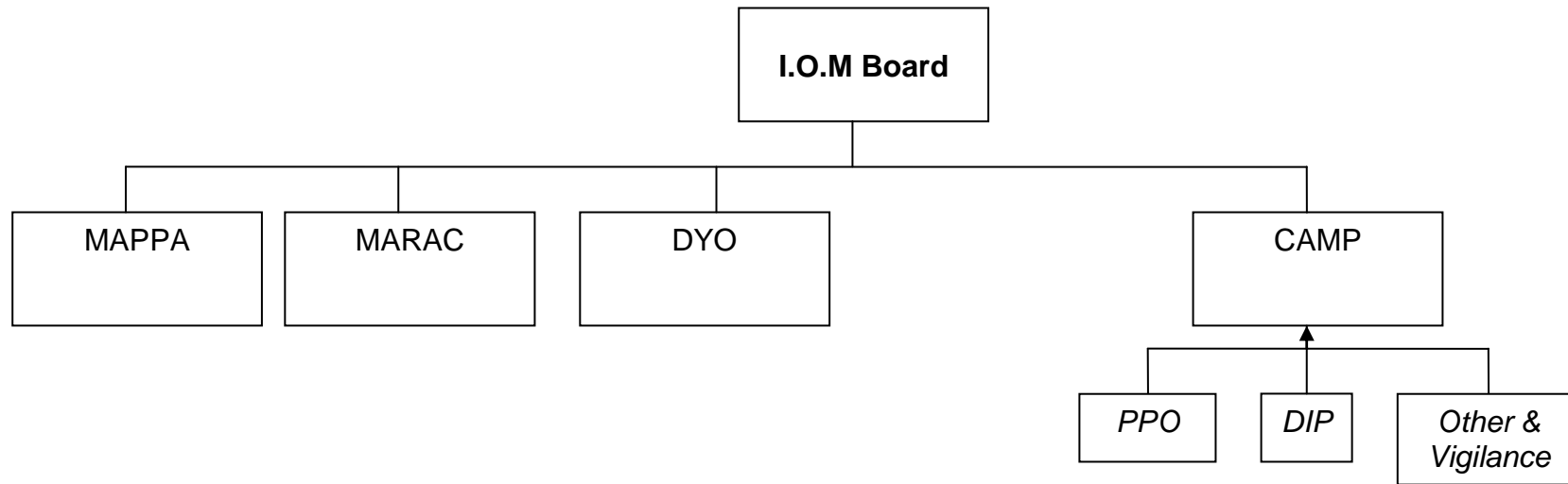
Case Allocation and Management Panel (CAMP)

The IOM Board agreed that the various offender focused panels should be streamlined in an effort to avoid duplication and to ensure that stakeholder agencies were able to commit appropriate resources. It was proposed that MARAC, MAPPA and the DYO panel be retained and that a new operational group should be formed in order to address the requirements of Adult PPO, DIP and other priority offenders including “Vigilance”.

As such the Case Allocation and Management Panel (CAMP) provides a multi agency platform for assessing individual offenders and identifying intervention packages for reducing the risk of reoffending.

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Integrated Offender Management Framework in Bromley



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Recommendations for way forward

A. Governance

For the IOM Board to agree governance arrangements set within a context of accountability, transparency, efficiency; effectiveness, responsiveness; forward vision and the rule of law.

Clinical Governance arrangements must also be agreed to ensure appropriate governance of residents currently engaged in health (including mental health, physical health and specialist agencies such as substance misuse).

For the IOM Board to ensure each chair of each panel is properly inducted in IOM procedures and protocols. Adequate support should be provided during the implementation phase and regular training should be made available on a regular basis.

For the IOM Board to agree membership of each panel and assist panels in ensuring attendees contribute to and attend the panels as required.

B. Monitoring and Evaluation

For the IOM Board to oversee development of tools, data sets and indicators as part of the delivery of the IOM Framework to ensure effective evaluation process.

C. Communication and information sharing

Clear communication streams and protocols need to be established across the panels. Such Communication may take the form of formal agreements including timely response to referrals and upgrading/downgrading offenders up, down and across the IOM Panels.

Information sharing protocols will need to be developed in line with the communication streams and local / national guidance.

Confidentiality agreements will need to be developed as appropriate.

In the light of out of Borough offenders being relocated in Bromley without prior notification or case management, the IOM Board will oversee development and implementation of protocols / reciprocity arrangements across neighbouring Local Authorities

The IOM board will ensure procedures in place for moving on offenders back into mainstream provision are robust, adhered to and effective

D. Effective engagement

Engage ex offenders or offenders in the consultation process to increase effectiveness of targeted interventions. This could be conducted via the aftercare service at BCDP.

Include representatives of private sector in the IOM. Future contracts allocated to private companies by the Council could include clauses regarding employing ex offenders. Encourage positive media exposure.

Encourage a “carrot and stick” approach. Whilst enforcement is a key part of the IOM in ensuring our resident live in a safe environment, the IOM framework should also promote a sense of self worth to the offender and offer the hope of a way out of offending behaviour.

Promote the shift from enforcement to a case management approach to ensure the whole spectrum of an offender’s circumstances are being addressed as a systematic package of measures rather than isolated, agency based interventions.

Ensure each key stage of an offender’s journey through the system is identified and professionals make the most out of opportunities to engage as part of the case management approach.

Scarcity of resources will call for an imaginative approach. New partners will need to be sought and others, already identified, will need to be truly engaged. The role of the third sector in this will be essential and will need to be formalised through SLAs and information sharing agreement.

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Appendix 1: IOM Board

A. Terms of reference

Overarching Aim

The Bromley Integrated Offender Management (IOM) Board is responsible - and accountable to the Safer Bromley Partnership - for the development and implementation of the Ministry of justice's IOM scheme in Bromley.

The Board will aim to reduce reoffending and protect the public at large through a coordinated, multi agency and risk-based approach.

Objectives

To ensure the national IOM scheme is effectively translated at local level by ensuring the implementation of the framework is tailored to local needs and priorities.

To bring together partner agencies with a remit in offender management to share information, streamline management of offenders as part of a multi agency framework and improve outcomes in relation to key local and national KPIs.

To allocate tasks, oversee delivery and hold agencies accountable for delivering the work assigned to each panel.

Functions

The principal functions of the Bromley IOM Network are:

To lead on and be responsible for the implementation of the IOM Framework in Bromley by aligning the core principles of the National Offender Management Model with locally identified needs and in a manner fit to effectively address those.

To contribute to and receive reports from the evaluation and review of IOM projects through the following panels:

- Multi Agency Public Protection Arrangements (MAPPA)
- Multi Agency Risk Assessment Conference (MARAC)
- Deter Young offenders (DYO)
- Care Assessment and Management Panel (CAMP)

To promote partnership working and joint ownership across agencies and organisations in the statutory, private, and voluntary and community sectors

To support the strategic objectives of the Safer Bromley Partnership and provide progress reports to the Local Strategic Partnership.

To develop, learn and share information and good practice from the development of IOM projects across the South East and London regions.

Membership

7. The IOM Board will be formed of senior partners chosen for their expertise and interest in the wider management of offenders in Bromley.

Membership will include senior representatives as follows:

Martin Huxley	Metropolitan Police	Chair
Rob Clarke	London Probation	Deputy Chair
Chris Smart	Metropolitan Police	Member
Jane Ward	Women's Aid	Member
Jackie Crassati	Oxleas	Member
Jill Lockett	South London and Maudsley	Member
Elaine Morgan	Youth Offending Team	Member
Terry Rich	Adult and Community Services	Member
Colin Newman	Community Safety	Member
TBC	Housing	Member
Angela Bhan (TBC)	Health	Member
TBC	Mental Health	Member
Gillian Pearson (TBC)	CYP	Member
TBC	Prison	Member
TBC	Private sector	Member
TBC	Education, Training, Employment	Member

8. In addition to these the IOM Board will be inviting partners to contribute, inform and report to the Board as and when necessary. Examples of concerned parties include (but are not limited to):

Charities / third sector organisations; Substance misuse services; Supporting People; Employment Training and Education; Social Care; Hostels; Portman Group.

Working Parameters

- The IOM Board will meet quarterly.
- Members endeavour to attend meetings personally wherever possible. Where members are unavailable to attend, they will nominate and brief a suitable representative.
- Chairing of the IOM falls under the responsibility of MPS who will also provide Administrative support and facilities for the meeting.

- Papers are issued at least two weeks prior to the meetings wherever possible to allow time for members to canvass opinions within their organisations.

Monitoring and Evaluation

The IOM board will monitor the work delivered through each panel and their contribution to the following LAA targets³.

LAA	Performance Indicator	IOM Panel responsible
NI 31	Reoffending rate of registered sex offenders (PSA 26)	MAPPA
NI 18	Adult re-offending rates for those under probation supervision	MARAC/CAMP
NI 30	Reduce offending by Prolific and Priority offenders	DYO
NI 19	Achieve rate of 5% of young offenders re-offending	DYO
NI 45	90% of young offenders in suitable education, employment or training	DYO
NI 46	Increase the proportion of young offenders with access to suitable accommodation	DYO
NI 111	Reduce year on year by 2% the number of first time entrants to youth justice system	DYO
NI 43	Reduce the number of young people within YJS receiving a conviction in court who are sentenced to custody.	DYO

³ This information is valid as of 30 June 2010.

Appendix 1: IOM Board

B. Governance

Rationale

A robust governance structure must be agreed to ensure clear lines of responsibility, reporting arrangements and accountability both in terms of generic and clinical governance arrangements.

Generic governance can be described as “*the process of decision-making and the process by which decisions are implemented (or not implemented⁴)*”.

In addition to this and due to the multiple agencies represented throughout this Framework, there is a need to ensure robust clinical governance arrangements are in place to monitor the quality of care received by an individual during his journey through the system.

Clinical Governance is best described as “*A framework through which NHS organisations are accountable for continually improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish⁵*”.

As such clinical governance will apply for all the health related modalities (including physical and mental health) being delivered as part of the care assessment framework.

Generic Governance

The IOM Framework will abide and be guided by the following Generic Governance principles⁶:

Accountability: the IOM Board is able and willing to show the extent to which its actions and decisions are consistent with clearly-defined and agreed-upon objectives.

Transparency: actions, decisions and decision-making processes are open to an appropriate level of scrutiny by others parts of Local and Central government, civil society and, in some instances, outside institutions and governments.

Efficiency and effectiveness: The IOM Board strives to produce quality public outputs, including services delivered to citizens, at the best cost, and ensures that outputs meet the original intentions of policymakers.

⁴ Source: <http://www.unescap.org/huset/gg/governance.htm>

⁵ G. Scally and L.J Donaldson “Clinical governance and the drive for quality improvement in the new NHS in England; BMJ; 1998.

⁶ Adapted from: Directorate for Public Governance and Territorial Development; www.oecd.org;

Responsiveness: The IOM Board has the capacity and flexibility to respond rapidly to local and national changes, takes into account the expectations of civil society in identifying the general public interest and is willing to critically re-examine its role and remit.

Forward vision: The IOM Board is able to anticipate future problems and issues based on past and current data, identify trends and develop strategic policies that take into account future costs and anticipated changes such as demographic, economic, environmental and social.

Rule of law: The IOM Board enforces equally transparent laws, regulations and codes.

Specific responsibilities under each of the above components is detailed in the relevant terms of reference.

Clinical Governance

The IOM Framework will abide and be guided by the following Clinical Governance Principles⁷:

Framework

The various activities included in clinical governance need to be set within a framework that enables assurance for all aspects of clinical activity in a comprehensive and systematic way.

Accountability

A structured accountability framework running through the organisation ensures that everyone takes responsibility for clinical governance.

Quality

Clinical governance should aim to ensure that treatment is safe, evidence based, effective, cost-effective, available and accessible and equitable and that it delivers the best possible service user experience.

Environment

A culture in which individuals and organisations can openly and honestly examine their own practice and take responsibility for change to achieve improvement. This requires a supportive no-blame ethos which focuses on systemic improvement.⁸

⁷ Adapted from "Clinical Governance framework for Bromley Drug Action Team; NHS Bromley; 2010.

⁸ 'Clinical Governance in drug treatment, A good practice guide for providers and commissioners' NTA July 2009

Appendix 1: IOM Board

C. Overarching Information Sharing protocol

Who is part of the protocol?

Organisations, and their third parties, that comprise the Local Strategic Partnership.

What is the intention of this information sharing protocol (ISP)?

It advocates the establishment of a joint governance board to determine the next steps for partners to gain consistency in their procedures and processes for 'sensitive' information.

It outlines the need to establish high-level principles for how, why, when and where 'sensitive' information is shared between Bromley's Local Strategic Partnership as well as outlining the need for each organisation to manage their third-parties within their existing procedures and processes.

It recognises that day-to-day operational issues arise and practitioners need to be able to conduct their business without every single action being written down and agreed. It also recognises the need to build the confidence and skills of practitioners when transferring 'sensitive' information.

What are the key principles this protocol advocates?

- signatories will agree a senior representative who will actively attend a joint governance board
- signatories agree to work together to improve the way 'sensitive' information is shared, how it is shared, when it is shared and why it is shared
- signatories will look to align their procedures and processes to deliver commonality.

Introduction

A number of information sharing protocols have and are being established across our partnership. Some have been actively used, some not - but it has meant that individual and bulk information sharing has taken place with/out appropriate mechanisms.

Who is this protocol for?

This is intended as a straightforward overview for all staff (whether manager, frontline or back office) within each partner.

What is the role of the joint governance board?

The joint governance board is intended to improve the way signatory organisations share 'sensitive' information across the partnership. Each representative will work as a central point of knowledge for their partnership and be in a position to agree to share if commonality is agreed at the board.

What is 'sensitive' information?

'Sensitive' information is defined within the Data Protection Act, and covers areas such as ethnicity, religion and political views.

Actions required

As part of agreeing to join the joint governance board, each partner will need to agree the presence of a senior, well respected representative with the remit to deliver commonality of procedures and processes when transferring 'sensitive' information.

Scope

This protocol applies to all forms of 'sensitive' data, information and records produced by a partner (and any third-party supplier). A partner's representative will define the categories of record and system/s that may be used to transfer 'sensitive' information and this will be outlined by the joint board once this has been established.

There will be a 12 week consultation period, as part of the Local Strategic Partnership's 'Compact' agreement, for all partners looking to sign-up to this protocol.

Objective

The objective is to ensure we securely and legally share 'sensitive' information to help in the delivery and improvement of services to the public.

Principles

The protocol is intended to work with the Data Protection Act, the Human Rights Act and Caldicott principles. The principles partners will follow are to:

- use data only for its intended purpose
- agree fair and lawful processing
- not to keep information longer than necessary
- handle it securely.

Even if an organisation does not sign this protocol, it cannot unilaterally be a reason for not sharing information as some cases will override data protection and confidentiality issues; therefore each organisation has to judge a case on

its merits. However, by agreeing this protocol it will lead to commonality in procedures and processes in handling sensitive information.

Approach

<u>Consult</u>	<u>Agree</u>	<u>Deliver</u>
<ul style="list-style-type: none"> - partners - business areas - appropriate boards - legal - London Councils - PCT/NHS - police - voluntary sector - council business areas - informal interviews 	<p>council executive partners</p> <p>all partners work with their third-party suppliers to agree protocol</p>	<p>partner leads all staff all managers</p>

Benefits

- reduce the risk by staff/managers of inappropriate sharing
- provide a better understanding of citizens and their needs
- enhance decision-making because of improvements in data quality
- reduce the duplication of information held

Risks

- may seem to add a further level of intrusion
- may seem to create restrictions
- may seem to create a larger challenge of cleansing data
- may seem to create a loss of confidence should data go missing.

Legal implications

We need to avoid professional judgement being lost to process: for example, in situations where practitioners need to make case-by-case decisions. An individual's consent may be required to share sensitive information; however, there may be occasions to disclose without consent. For example, where there is reasonable cause to believe that a child may be at risk of harm, or there is concern about serious harm to an adult⁹.

Retention

Partners already have different retention schemes and periods for certain sensitive documents. To be able to share effectively and appropriately it is important that there is commonality in our retention. A consistent, joint approach will be delivered by the governance board.

⁹ Please see section on Adult Safeguarding in Bromley on page 55 of this report for more information

Budget

This protocol does not envisage a need for any additional budgetary requirement, other than that already planned within each partner - for example, each partner should already be working to align their information assurance/security with best practice and these developments should have been identified within existing budgets.

Data quality

It is important to agree standards in the way we share the format of some 'sensitive' information. The partner's joint governance board must agree a consistent approach for this purpose.

Partner responsibility

Each partner will ensure:

- their staff are aware of the steps to deliver the secure transfer of 'sensitive' information
- each partner's lead representative on information sharing is widely known within the organisation
- requests for 'sensitive' information are responded to within existing organisational timescales
- when sharing 'sensitive' information, each partner needs to emphasise to their staff:
 - the purpose for which 'sensitive' information is being shared
 - limits of an individual's consent ie what may and may not be shared.

Data protection/Freedom of information requests

These requests will be handled according to each partner's current procedures and processes. However, if the request requires the response of a partner's third-party supplier, the appropriate partner will be responsible for feeding back to the requestor.

Security of transfer

Each organisation will ensure there is commonality in the safe handling and protective marking of 'sensitive' information based on sensitivity, urgency and risk, and will aim to follow the principles within this protocol of aligning procedures and practices

Board representative

Each organisation will ensure:

- their relevant staff are aware of the need for 'sensitive' information to be securely and appropriately transferred
- each partner's board representative will be widely known within their organisation.

Complaints

A complaint from an individual (or board representative) regarding a partners handling of 'sensitive' information will initially be investigated within the receiving organisation using existing procedures and practices. However, if the complaint requires the protocol to be reviewed, no action will be taken without joint governance board approval.

Currency of the protocol

It will be for the joint governance board to agree how a partner joins and leaves the protocol. The intention is for this protocol to become effective from 01-June-2010, following a 12 week consultation period by Bromley's Local Strategic Partnership.

Local Strategic Partners¹⁰

Bromley Council

Bromley Primary Care Trust

Bromley Borough police

Bromley Federation of Housing Associations

Community Links Bromley

¹⁰ Corporate Information Manager for Bromley:
Rick Thornton, Information Systems Division, Bromley Council, Stockwell Close, Bromley,
BR1 3 UH rick.thornton@bromley.gov.uk

Appendix 2: MAPP A

A. Terms of reference

Overarching objective

MAPP A and Duty to Co-operate¹¹ agencies are a means of enabling different partners to work together. MAPP A is not a legal entity in itself but is a set of administrative arrangements. Authority rests with each of the agencies involved. While consensus may be reached and joint action agreed, that consensus and action remain the responsibility of each agency. MAPP A does not aggregate the responsibility and authority of the agencies involved, it clarifies the roles each agency is to play.

This is generally determined by the offender's offence and sentence, but is also by assessed risk.

Framework

MAPP A offenders should be managed at one of three levels. While the assessed level of risk is an important factor, it is the degree of management intervention required which determines the level.

Level 1: Normal agency risk management procedures. (Panel will not meet on these cases).

Level 2: Local Risk Management Meetings (who represent a high or very high risk of harm where Public protection cannot be adequately met through single agency management). The purpose of Level 2 Meetings, is to minimise the risk to the public posed by Sex Offenders, Violent Offenders and other Dangerous Offenders living in Bromley, through the sharing of relevant information, the assessment of risk and the co-ordination and monitoring of risk management plans.

Level 3: The Borough's Multi-Agency Public Protection Panel Meeting (the 'critical few', who present an exceptionally high risk of harm). Appropriate for those offenders who pose the highest risk of causing serious harm or whose

¹¹ Agencies with a duty to co-operate¹ include housing providers (including registered social landlords, housing associations etc), and voluntary sector agencies specialising in work with offenders.

Agencies with a duty to co-operate are required to carry out their responsibilities, where these relate to MAPP A offenders, collaboratively with Bromley and other "duty to co-operate" agencies.

"Duty to Co-operate agencies" include: YOTS, Job Centre Plus, London Education Authority, London Housing Authority, London Health Authority, Registered Social Landlords, Social Services, Electronic Monitoring Providers, Health and Employment

management is so problematic that multi-agency co-operation and oversight at a senior level is required with the authority to commit exceptional resources.

MAPPA Functions

To review the registration list of Sex Offenders under Part 2 of the Sexual Offences Act 2003 and identify persons required to register who have not done so.

To undertake a risk assessment of all newly registered Sex Offenders based on shared information as outlined in the protocol;

To establish arrangements for the purpose of assessing and managing the risks posed by:

- Violent Offenders who are under the statutory supervision of the Probation Service, Youth Offending Service or Mental Health Authorities.
- Dangerous persons, who by reasons of offences committed by them, are considered to be persons who may pose a risk of serious harm to the public.

This will involve the completion of a risk assessment, based on shared information and the creation of a risk management plan for all High Risk offenders as outlined in the protocol.

To co-ordinate, monitor and review the risk management plan and the actions of each agency, minimising the danger to the community by Sex Offenders, violent and Dangerous Offenders, on an on-going basis as appropriate.

To receive information and, where appropriate, undertake the assessment of Dangerous Offenders who may pose a serious risk to individuals or persons in the community.

To decide on all matters of disclosure relating to Sex Offenders, violent and other Dangerous Offenders in the community.

To contribute to the publication of an annual report for London as required by the Secretary of State

The IOM Board will also need to explore opportunities for joint working with surrounding Local Authorities to tackle the impact of Gang related offending on our residents. This will be with the view to setting protocols to deal with cross Borough offending and to set out reciprocal agreements regarding the resettlement of offenders outside of their Borough of residence.

Membership

The following agencies will be permanently represented at the Bromley Level 2 meeting.

- Police.
- Social Services Dept (Child Protection).
- London Probation Service.
- Local Authority Housing Dept.
- Mental Health Service.
- Police Child Abuse Investigation Team OCU (CAIT)

In the absence of the nominated agency representative attending, a suitable deputy shall attend.

The Responsible Authorities or Duty to Co-operate agencies that sit on the level 2 (or Level3) meeting may choose to invite representatives of other agencies to attend as appropriate, subject to their acceptance of the protocol of this agreement. These may include, although are not limited to:

- Transport and Utility agencies
- Education Leisure and Amenities Departments
- Health Authority
- Homeless Persons Unit
- Psychiatric Services
- Youth Offending Teams
- Prisons
- Job Centre Plus
- Electronic Monitoring Providers
- Housing Associations / Trusts

Representatives of the permanent agencies at the Level 2 Meeting may invite members of their own staff with specific responsibilities for delivering services or monitoring the behaviour of persons referred to the Level 2 (or level 3) where this will contribute to the assessment, co-ordination or monitoring of those persons.

B. Guidance on managing level 2 and 3 meetings

1. Introduction

This document is issued by Bromley IOM Board, in order to:

- 1) Provide guidance to all agencies on how referral should be made to MAPPA Level 2 and 3 meetings.
- 2) Provide guidance to Chairs on how to manage Level 2 and 3 meetings.
- 3) Ensure a consistency of approach across all of partners involved in the IOM Framework both in terms of procedures and documentation, within all relevant areas.
- 4) Provide a set of standards and a mechanism by which the IOM Board will monitor performance for Level 2 and 3 meetings.

2. Preparation for MAPPA Level 2 and 3 Meetings - Procedure for Referring Agency

1. Staff member identifies a case where there is a high or very high risk of serious harm to the public. Consideration is given to which MAPPA Level (1 to 3) is appropriate.
2. Identified MAPPA lead manager for agency confirms case appropriate for Level 2 or 3.
3. Identify chair for meeting (from within referring agency for Level 2 and generally via co-ordinator for Level 3).
4. Identify who will present the case and confirm with them.
5. Identify other relevant attendees specific to the case and appropriate key agencies (housing and/or education for example).
6. Level 2 MAPPA meeting: referring agency will issue invitations, set date and book suitable accommodation.
7. Level 3 MAPPA meeting: Administrator and co-ordinator will issue invitations, set date and book venue.
8. Relevant contributors to prepare and circulate report to all parties prior to the meeting.

3. Multi-Agency public protection arrangements – Chairs guidance

This guidance on Chairing MAPPA Levels 2 and 3 meetings should be applied on a case by case basis. These guidance notes allow a complex task to be undertaken in a way that ensures time is not wasted, elicits relevant information, and ensures that the record of the meeting is appropriate.

Introduction to the meeting

Is all the data completed on the Case Details form?

This is needed for monitoring purposes, and any gaps should be filled before the meeting proper gets underway. The forms must be sent to the MAPPA Administrator after the meeting.

Are all invitees present?

Is the meeting likely to be effective if key people are missing? If not, then the option to defer the case should be considered. Chair (and/or MAPPP Co-ordinator) may need to follow this up.

Has the Confidentiality agreement signed by all participants?

Explanation of the process by the Chair, including about the notes and invitees and answer any questions from participants, especially concerning confidentiality.

Is there supplementary information to be considered?

How best to use the time if reading this is considered by the presenting officer to be important.

The presentation and information exchange

Where the case has been subject to a previous meeting, the action points must be checked and outcomes/actions recorded.

Ask Presenting Officer to present the case, remembering to cover those areas suggested in the Presenting Officers Guidance notes.

Help the presentation along if there are any areas of uncertainty or disagreement. Remember to look after the Presenting Officer, who may be doing her/his best in difficult circumstances, - perhaps doing an anxiety-provoking job on behalf of their agency, maybe feeling unsupported, maybe not altogether confident with the materials or the setting.

Where there are areas that seem unclear, probe for better information, - ask people what they think as well as what they know, and find out why people hold their views. If possible the chair should ask for more information prior to the meeting and within a few days of receiving the report.

Invite factual information from other contributors.

Is there enough information to assess risk properly? Ask for clarification of assessment of risk based on agency assessment tools e.g.:- OASys, Thornton, ASSET etc.

In the absence of sufficient information to assess risk, make sure that the gathering of relevant information is built into the action plan.

Is there enough information to *manage* the risks properly?

In the absence of sufficient information to properly manage risk, agree an interim plan.

Ask for contributions from anyone who has not been fully involved particularly if they are not regular attendees.

Risk Management Planning and Closing the Meeting

The risk management plan must be defensible in terms of the risk assessment and justifiable information to support it.

Ask for suggestions about actions to manage the risks, starting usually with the Presenting Officer. Allow discussion and seek agreement to each element discussed and, if any participant suggests an action, check with others to find their views on this.

Run through suggested action plan, and decide methods of monitoring, i.e. break down the action and the mechanism to check it has happened. Seek ways of getting others present to support those named in the action plan.

Clarify if there is a need for any aspects of the action plan or content of the meeting, to be shared with other parties e.g. public, employers, school – specify what, who, how and why. If information in the meeting or action plan is not to be shared with the offender – state why.

Confirm that it is agreed that the actions to be taken are proportionate to the risks in this case for the protection of the public. Establish whether information is to be shared with third parties, with the offender, and the reasons for this.

Outline the distribution plan for the notes, - time-scales, what to do if participants want to suggest corrections/additions/amendments to the notes. Mention that Line Managers of participating staff in the agencies contributing will have access to the notes where agency supervision requires this.

Appendix 2: MAPP A

C. MAPP A Information sharing protocol
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Rationale

MAPP A involves information sharing between all agencies, resulting in more effective supervision and better public protection. This includes:

- police sharing information gathered about an offender's behaviour from surveillance or intelligence gathering
- local authority to help find offenders suitable accommodation where they can be effectively managed
- PCT to address the range of physical and/or mental health issues identified

It is very important that victims' needs are represented in MAPP A to allow for additional measures to be put into place to effectively manage the risks posed to known victims.

Background

Bromley must have robust arrangements in place for practicable information sharing across the MAPP A agencies.

Co-operation between Bromley and Duty to Co-operate (DTC)¹² agencies may include the exchange of information¹³. Therefore, all MAPP A agencies have the legal power to exchange information with the Local Authority.

In addition, Section 115 of the Crime and Disorder Act (1998) confers on any person a power to pass information to certain relevant authorities (including Police, Probation, Health and Local Authorities) if necessary, to help implement the provisions of that Act, which includes local strategies to reduce crime and disorder.

The role of the Local Authority and DTCs within MAPP A is to:

- Nominate individual as Single Point of Contact (SPOC)
- Share information on those relevant offenders referred to it
- To devise and implement a risk management strategy necessary to manage the risks including any contingencies
- Monitor and ensure implementation of the agreed actions

¹² See footnote on Duty to Cooperate agencies on Page 15.

¹³ Criminal Justice Act (2003), *Section 325 (4)*

- Review the level of risk and the action plan in the light of changes in circumstances or behaviour
- Consider and manage necessary resources
- Consider need for community disclosure and other community issues
- Agree a media strategy where appropriate
- Providing general advice about an agency's role and the type of services it provides. This includes advice about how services can be accessed;
- Providing specific advice about the assessment and/or the management of the risks a particular offender poses

For the purposes of this protocol S327 CJA 2003 defines a relevant offender.

Protocols Objectives

That the information shared

- Is pertinent to undertaking a multi-agency risk management assessment;
- Identifies the likelihood of re-offending;
- Identifies serious risk of harm issues and their imminence; or
- Is critical to delivering an effective risk management plan

The information shared will be used to develop and support jointly formulated strategies to minimise the risk to the public posed by Sex Offenders, Violent Offenders and other Dangerous Offenders.

To ensure that the requirements of the Sexual Offences Act 2003 are met in relation to the registration and monitoring of sexual offenders.

To develop an approach at local level by police, probation and local authority, that will encompass the risk management of violent and other Dangerous Offenders.

Authority

This Protocol outlines the duties under the relevant legislation:

The Sexual Offences Act 2003

The Criminal Justice Act 2003

The Criminal Justice and Courts Services Act 2000

The Crime and Disorder Act 1998

And the guidance contained within:

London Probation Area Risk Management Policy

Definitions for the purpose of this protocol

“Sex Offender”: A person required to register under Part 2 of the Sexual Offences Act 2003.

“Violent Offender”: A person who has received a term of imprisonment of 12 months or more, since the 1st April 2001, for a violent offence, or was at that point serving a sentence for a similar offence and is currently under the statutory supervision of probation/mental health/Youth Offending Service.

Or

Any convicted Sex Offender not required to register, but who was sentenced to a term of imprisonment of 12 months or more since the 1st April 2001 and is currently under the statutory supervision of Probation/Mental Health.

“Dangerous Offender”: A person who has a conviction for an offence that indicates they are capable of causing serious harm to the public and that the Responsible Authority reasonably considers that the offender may cause serious harm to the public, and that the responsible authority deems suitable for level 2/3 MAPPA management in the near future.

“Serious harm”: Harm which is life threatening or traumatic and from which recovery, whether physical or psychological can be expected to be difficult or impossible.

Process for Information Sharing

The NOMS MAPPA Guidance states that when sharing information MAPPA agencies should identify the purpose of sharing information and ensure the agencies’ obligations to retain and use the information lawfully, the persons with whom the information is shared must know:

- Why they have been given it, i.e. the purpose for which the information has been given must be connected either to that person’s authority and role as a representative of the Duty to Co-operate agency or because they are someone to whom disclosure is justified because of the exceptional risk posed to them by the offender;
- That it must remain confidential, be kept and shared safely and securely and retained for as long as necessary;
- What they are expected to do with that information.

Responsible Authorities must identify and maintain a record of all category 1 and 2 offenders, not just those managed at Level 2 and 3.

In agencies that operate a Care Programme Approach (CPA), there is an expectation that the referral would have been risk assessed by the relevant agency prior to referral to MAPPA

Each agency will nominate an individual as a contact point for the dissemination of live intelligence which cannot wait for the next Level 2 (or Level 3) meeting, or which is operationally required in pursuing the risk assessment and risk management of a particular individual.

Information should only be exchanged where it is necessary for the purpose of properly assessing and managing the risks posed by MAPPA offenders. The specific purposes of sharing information within MAPPA are:

- To identify those offenders who present a serious risk of harm to the public;
- To ensure that the assessment of the risks they present are accurate; and
- To enable the most appropriate plans to be drawn up and implemented to manage the assessed risks and thereby protect victims and the public.

Information sharing should be proportional. The information is kept and shared safely and securely. Confidential, appropriate and effective sharing information is a very important part of the Duty to Co-operate

Police will remain the lead agency for all Sex Offenders. Probation, Youth Offending Service or a Mental Health Primary Care Trust will remain the lead agency for all Violent Offenders. Probation, Youth Offending Service or a Mental Health Primary Care Trust will remain the lead agency for other Dangerous Offenders if the offender is subject to the statutory supervision of one of those agencies (e.g. subject to Licence Conditions or a Mental Health Order). In all other cases, Police will remain the lead agency.

The underlying principle should be that referral to the Level 2 (or level 3) will be limited to those cases in which the risk of harm to the public can only be effectively managed on a collaborative inter-agency basis.

Where circumstances dictate, and at the request of any of the participating agencies, an emergency Level 2 (or level 3) may be convened to consider the need for a risk management plan and multi-agency action

All referrals will require:

- A completed referral form (MAPPA document set referral form) which requires the referring agency to identify: the likelihood of re-offending; the risk of serious harm (when and to whom); any indication of imminence and who needs to be invited to the meeting;
- An updated risk assessment and an outline risk management plan;
- An indication if an emergency meeting is required or whether the case can wait until the next scheduled meeting.

The information included by the managing agency in the level 2 or 3 referral will be passed to all relevant members of the RA and Duty to Co-operate

(DTC) agencies. Where possible, this should be done via a Single Point of Contact (SPOC) in the receiving agencies to whom this information can be securely passed.

Contribution to the publication of an annual report for London, demonstrating the discharge of the MAPPA functions as required by the Secretary of State.

Confidentiality and disclosure

Information shared at the Level 2 (or level 3) meeting or in pursuit of its purpose is confidential to the participating agencies, and may only be used as appropriate for the purpose of protecting the public.

Information will only be shared outside the Level 2 (or level 3) meeting with participating agency staff where it is necessary to facilitate further information gathering or where it forms part of the risk management plan for an individual. Where it is so shared, agency staff may only use it for the purpose of protecting the public, and are bound by this protocol.

All documents must be retained with care and treated as confidential. Any documents/reports circulated should comply with the Government Protective Marking System AND in the main are marked as 'Confidential'. Information MUST not be shared outside the MAPPA framework without the consent of the MAPPA chair

Minutes of the Level2 (or level 3) meeting will be brief, but contain reasons for decisions taken.

Subject to the agreement of the agencies at the Level 2 (or level 3), the offender/subject may be informed that their case has been referred.

The contents of a Level 2 (or level 3) discussion will not be relayed to any third party or to the offender without prior agreement of the panel and, in particular, agreement of the disclosing agencies.

Disclosure to the media will not take place without the prior approval of the agencies concerned in the management of that offender and will be in accordance with the joint media protocol agreed in March 1998 between the Metropolitan Police Service and the London Probation Services the MAPP will ensure the duty of care to both the offender and the public is taken into account.

Each participating agency will ensure that where required their registrations under the Data Protection Act 1984 and subsequent data protection and privacy legislation include the necessary purpose, data, sources and disclosures to support this protocol.

Members of the Level 2 (or level 3) meeting will be indemnified of responsibility if disclosure of their information is made against their advice and agreement, which will be clearly recorded in the minutes

Information

The information exchanged may take a number of different forms, but is likely to include:

- Details of offences of which the individual has been convicted or cautioned
- Details of charges not proceeded with, and why
- Details of victims, or potential victims
- Details of and compliance with Community Rehabilitation/Punishment/Supervision Orders
- Details of Sex Offender Civil Order Prohibitions
- Alternative addresses
- Current and other known associates
- Behaviour on arrest and in custody
- Appointment times (e.g. for surveillance purposes)
- Risk assessments (e.g. Oasys reports)
- Domestic circumstances
- Details of substance/alcohol abuse
- Details of employment
- Intelligence from other agencies
- Current behaviour

Resolution

Specific Agency involvement in Risk Management Plans for individuals considered by the Level 2 (or level 3) meeting must have the agreement of all members of the panel. Where such agreement cannot be reached, members will refer the issues to their superiors within the time limits set by the panel. Any issues that cannot be resolved will be referred to the local Strategic Management Board.

Risk Management Plans may involve the use of tactics and/or commit resources beyond the authority of individual members of the panel. In such cases, members will refer to those able to give the necessary authority within the time limits set out by the panel and to the local Strategic Management Group.

Where agencies fail to attend or to provide information, and this affects the ability of the meeting to construct an effective risk management plan, the Chair of the MAPP meeting will initially follow this up locally with the agency. If this is not successful, then the Chair of the SMB should address this with the DTC agency representative on the SMB.

Process

A level 2 meeting will be held on a monthly basis to enable its business to be effectively carried out. Minutes of the Level 2 (and level 3) meetings will be

taken and distributed to members within 14 days (10 working days)
Information sharing will be conducted using the Information sharing forms prior to the Level 2 (or level 3) meeting in order that all agencies will receive the names of cases to be considered at the next Level 2 (or level 3) prior to the meeting to enable them to contribute information that they may have.

Changes to Protocol

Developing practice may require changes to this protocol. Any changes will require the agreement of the participating agencies. This MOU will be reviewed annually and any significant SPOC change will require a further signature.

Signatories to the agreement (amend where appropriate to your Borough)

..... **Name:-** **Date:-**
MPS

..... **Name:-** **Date:-**
LPA

..... **Name:-** **Date:-**
Social Services

..... **Name:-** **Date:-**
NHS Trust

Appendix 3: MARAC

A. Terms of reference and membership

Aims

MARAC aims to review and co-ordinate service provision in high-risk domestic violence cases.

The MARAC will:

- Review cases and ensure that all possible strategies for increasing the safety of victims and imposing sanctions to deter repeat offending are fully explored and implemented in a co-ordinated way.
- Monitor the implementation of local procedures in relation to specific cases
- Contribute to the development of best practice
- Ensure that agreed courses of action are carried out
- Provide clear professional advice from the relevant agencies involved
- Identify policy issues arising from casework and raise these through the appropriate channels.

MARAC Members responsibilities

MARAC members are responsible for:

- Ensuring staffs within their agency are aware of the work of MARAC and actively consider making referrals in cases that present high risks to adults or children.
- Providing information on their own agency or department's involvement in cases brought to the MARAC, including any action taken or casework in progress
- Undertaking agreed follow-up work when appropriate
- Communicating MARAC recommendations to the relevant staff within their agency

MARAC members are required to attend and stay throughout the meeting.

MARAC members may be called for an emergency meeting at times to discuss urgent cases.

If it is not possible for members to attend a MARAC meeting they must appoint a suitable deputy from their agency.

Members are responsible for informing the MARAC Coordinator of who will be deputising for them one week in advance of the meeting, whenever possible.

Attendance by other agencies/professionals:

Other agencies or professionals may be invited to attend the MARAC meeting if they are involved in a specific case due for consideration. The Chair, in advance of the meeting must agree any such invitations. Invitations will be to participate in discussion of a specific case, not necessarily to attend the whole meeting.

Frequency of Meetings:

MARAC meetings will be held four weekly on a Tuesday at 1300hours. The dates for the forthcoming year will be circulated to MARAC members in advance.

Chairing and Minutes:

The Detective Inspector Community Safety Unit, or deputy will chair all meetings.

The MARAC Co-ordinator will be responsible for taking minutes of actions set at meetings. They will ensure that members of the MARAC actively pursue all necessary action. They will monitor any matters that the MARAC may deem necessary and to invite external agencies and/or directorates as agreed by the Chair such as other key workers working on the case.

The MARAC Co-ordinator will complete a decision sheet detailing actions to be taken by each agency.

All information is confidential. No documents relating to the MARAC will be circulated to anyone outside the members of the MARAC without agreement of the Chair.

Identifying cases for MARAC attention

Any MARAC member may bring cases to the MARAC. Cases should be selected on the following basis:

- Clients with high-risk safety concerns, based on a risk assessment
- Repeat and vulnerable victims
- Clients with high support needs which are not being met
- Clients facing barriers to accessing services
- Cases which raise child protection concerns
- Cases in which existing policies appear not to apply, or where there is no policy guidance in place to meet the identified needs of the client.

Clients consent:

Occasionally cases might arise where a client's refusal to engage with services contributes to serious safety concerns, particularly where children are living in the household and are also at risk. In such cases information should

be shared without the clients consent if it is considered necessary to do so in order to ensure the safety of children.

If the client has not consented, and does not have children, MARAC members may still seek the advice and support of the MARAC by bringing the case anonymously. In such cases personal identifying details of the client will not be disclosed, but the circumstances of the case may be discussed and recommendations made and recorded as to appropriate courses of action.

Referral to the MARAC:

MARAC members will pass full details of cases for consideration to the MARAC Co-ordinator, using the MARAC referral form, at least 7 working days before the meeting. The co-ordinator will circulate details of cases for discussion at the meeting three working days before the meeting. MARAC members will check their own agency records and provide information as to their agency's involvement in the case at the meeting.

Follow-up action

The MARAC member from each agency will take agreed follow up action and report back to the MARAC on action taken and the outcomes. Where the MARAC recommends referral to another agency, which is not represented on the MARAC, the MARAC Co-ordinator will usually take the follow up action.

Confidentiality

The MARAC is not a public forum and attendance shall be limited to those agencies that are able to provide a contribution towards cases considered.

All cases that are discussed at the MARAC meetings are confidential and the information discussed must not be passed on to any individual outside of the MARAC member's own agency or to any non MARAC agency without the agreement of the Chair.

All correspondence relating to the MARAC will be sent by email and clearly marked "CONFIDENTIAL". MARAC members will ensure that all papers are stored securely, restricting unauthorised access.

Information to victim

Ordinarily victims will be spoken to on the phone by the MARAC coordinator where the risk has been assessed, that it is safe to do so. If appropriate the victim will be then written to explaining the role of MARAC and informed that the case will be discussed at the MARAC meetings

Attendance by Victims and/or family members:

Due to the nature of the discussions at the MARAC, victims, family members or other interested parties will not be invited to attend. They may however make their concerns known to the MARAC via their court of referral or by writing to the Chair.

Their referral or the MARAC coordinator will communicate the outcome of the MARAC to the victim as soon as possible after the meeting.

Terms of Reference Review:

These Terms of Reference will be reviewed every 6 months. The next review will take place in October 2010.

Appendix 3: MARAC

B. Referral form

Referrer's Details				
Name of Referrer				
Referring Agency				
Telephone Number				
Mobile Number				
Email Address				
MARAC Letter Sent	YES	NO		
If not, reason				
CAADA Risk Level				
Primary Victim Details				
Full Name	Date Of Birth	Permanent Address	Current Temporary Address	
Mental Health Issues				
Drug/Alcohol Use				
Ethnic Origin				
Other Information				
Children's Details				
Full Name	Date Of Birth	Sex	Address	Name Of School
GP Details				
Perpetrators Details				
Full Name	Date Of Birth	Permanent Address	Current Temporary Address	
Reasons for Referral				

NHS Involvement

Children's Social Care

Child Abuse Investigation Team

Probation Service Involvement

Victim Support Involvement

Housing Involvement

CPS Involvement

Mental Health

--

DVA Involvement

--

Woman's Aid/Sanctuary

--

Education

--

Drug And Alcohol Team Involvement

--

MARAC Minutes / Or Police Update.		
Date Of MARAC		
Is this a repeat		
If Yes, date when last at MARAC		
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		

Appendix 4: DYO

A. Terms of reference and membership

Role

The DYO Panel in the London Borough of Bromley aims to prevent prolific and persistent re-offending and anti-social behaviour by instigating plans of support, surveillance and controls relating to high-risk 10-17 year olds and their families.

Catchment area for the Panel

The Panel will consider referrals concerning young people who are residents in, or in the care of, the London Borough of Bromley or who are actively associating or suspected of offending within the borough.

Composition of the Panel

The Panel shall comprise of members from the following agencies/initiatives. This list is not exhaustive:

- YOT
- Police
- Children and Young People Service
- Education Welfare Service
- CAMHS (Children and Adolescent Mental Health Services)
- Anti-Social Behaviour Team
- Other possible agencies by invitation (i.e. Youth Service, Connexions, Voluntary Agencies which will be decided on a case-by-case basis)

The YOT Manager will be responsible for chairing the PPPO panels. Their administration will also be the responsibility of the YOT. Case managers will be required to attend Deter Panel and present the case.

Meeting Schedule

The Panel will meet on the fourth Thursday of every month. Meetings will ordinarily last approximately 2 hours. There needs to be a quorum of at least three panel members present at the Deter meeting, from at least three agencies, in order to make justified decisions and interventions.

Responsibilities

At the Panel meeting the lead YOT Police Officer for Deter will present cases for referral and review. The relevant YOT Case Officer may also be invited to

present material. For each case presented the Panel will carry out the procedures outlined below:

New Cases:

1. Consider all reports detailing the presenting issues and possible components of a multi-agency management plans drawn up by the referring agency.
2. Decide whether the case meets the existing criteria for this stage of the Deter process.
3. Discuss what services and controls the Panel members could contribute to a multi-agency packages relating to the young person and, where relevant, other family members.
4. Agree a multi-agency plan.
5. Identify the nominated key worker who will be responsible for co-ordinating and monitoring the plan.
6. Set a date for the review of progress at an interval of 2-6 months.

Existing Cases:

A. Basis of Information Exchange

Persons attending the panel will be bound by the normal position on information sharing in their professional role. Information will be exchanged in line with Section 115 of the Crime and Disorder Act 1998 and the Bromley Community Safety Partnership's overarching protocol on information sharing.

B. Reporting and Communications

In addition to referrals and reviews the Panel shall receive updates on local, regional and national developments regarding Deter. It will also be able to consider aggregated data and performance management information as reported to the YJB and GOL. Members of the Panel must adhere to the information – sharing and storage regulations as set out in the Data Protection Act. Panel members will also be responsible for agreeing information-sharing protocols between agencies.

Interventions

Case Management

Each young person to be allocated a named case manager once on Deter list from most relevant agency with partners involved with young person

delivering support for key actions. (i.e.: young people on statutory orders will be YOT co-ordinated with partners providing relevant specialist support).

Individual Planning (Action Plan)

Each young person to have an agreed integrated Deter action plan including activities and responsibilities of agencies, review dates, desired outcomes.

When young person reaches end of YJI the action plan should focus on managing transition from YOT supervision into mainstream provision by partner agencies (i.e. Connexions).

Risk Assessment

Many Deter will be high risk and require thorough risk assessments (i.e. ASSET risk assessments, CAF and police intelligence).

Referral to MAPPA for high risk cases.

Informing young person and parent/carer

Information regarding the young person being identified as Deter target group should include:

- Purpose of PPO and Deter.
- Why they are targeted by Deter.
- What will happen.
- How they can be removed from list.
- Potential for continuation on to Catch and Bring to Justice (CBTJ) list and the implications.
- Importance of continued involvement in the process.

Additionality

Those targeted should receive additionality through enhanced or new processes/interventions such as; increases practitioner and management scrutiny, more regular case reviews, additional monitoring from police, priority access to support services, swift enforcement of non-compliance of YJI.

Individual action planning for Deter requires a menu of short and long term intervention options such as those from:

- Enhanced supervision above National Standards.
- Increased monitoring by local Safer Neighbourhood Teams and outreach workers.
- Access to specialist services.
- Mentoring.
- Resettlement and Aftercare Provision.

- ETE.
- CAMHS.
- Reparation/Restorative Justice.
- Substance misuse.
- Unblocking barriers such as re-housing and school placements.

Additionality after end of statutory order is key function of Deter to ensure support from mainstream services is continuous. This can be achieved by:

- Referrals to voluntary sector provision (via YISP).
- Continued monitoring in community by police.
- Linking young person into PAYP, Connexions.
- Ensuring direct contact is ongoing between named case worker and young person even those not on statutory orders.

Review of young people targeted

Review Deter status and if young person is still at risk refer to interventions.

Review of Deter status is an ongoing cyclical process until the young person is removed from Deter list.

Individual case management and action plans should be reviewed regularly by case worker and the Deter panel – informed by direct supervision with the young person, followed by review of partner information and through the multi-agency panel.

Moving young people on from Deter

Clear procedures need to be agreed to enable young people to be removed from the Deter list as necessary/appropriate. All partners should be involved in this decision via the Deter panel.

Removal from Deter list:

- To CBTJ if offending escalates reaching PPO criteria.
- Young person becomes 18 (Refer to CBTJ).
- Removal from Deter list but ongoing work mainstream providers (exit strategy).
- Young person moves to reside in another Local Authority.

Exit Strategy

Exit strategy will need to be considered from the onset of a client's journey to ensure enough time and the best possible modalities and services are identified and engaged at exit point.

Developing an exit strategy will require close liaison with local partners to agree on which agency will continue to manage the case beyond the

sentence. This should wherever possible include involvement and reintegration back into community.

Appendix 5: CAMP

A. Terms of reference and membership

Overarching Aim

The panel will aim to reduce reoffending and protect the public at large through a coordinated, multi agency and risk-based approach to target the most complex offenders identified through:

- Adult Persistent and Prolific offenders (PPO)
- Drug intervention Programme (DIP)
- Other offender including those under the Vigilance framework

Objectives

To ensure all complex, repeat offenders not engaged in the MAPPa, MARAC and DYO panels are engaged through the CAMP. CAMP will have clear referral pathways, integrated information sharing protocols and communication streams across agencies and the IOM board.

This approach will ensure appropriate governance and accountability within the wider IOM Framework and in relation to multi agency approach to tackling offending behaviour.

Functions

CAMP will receive referrals from the following agencies:

- Probation
- MPS
- Drug Intervention Programme (DIP)
- Others including Vigilance

To discuss and promote opportunities for partnership working and joint ownership across agencies of offenders identified or referred to CAMP.

To support the strategic objectives of the IOM Board and provide regular progress reports.

To act as the platform for examining complex cases identified as prolific offenders not engaged in services.

To ensure effective links are built between PPO, DIP and Vigilance agendas and adequate support is provided through local services such as Housing, ETE, Health and drugs and alcohol services

To identify and target offenders who repeatedly test positive for drugs, fail to reduce their offending and have disproportionate impact on local crime statistics.

Membership

CAMP will be formed of partners chosen for their expertise and interest in the management of offenders in Bromley. Membership will include representatives as follows:

London Probation	Chair
Metropolitan Police	Member
Oxleas	Member
DIP	Member
Youth Offending Team	Member
Community Safety	Member
Housing	Member
Health	Member
Mental Health	Member
BCDP	Member
FIP	Member

In addition to these members, CAMP will be inviting partners to contribute, inform and report to the Panel as and when necessary. Examples of concerned parties include (but are not limited to):

Charities / third sector organisations; Substance misuse services; Supporting People; Employment Training and Education; Social Care; Hostels; Portman Group.

Working Parameters

- The CAMP will meet on a monthly basis.
- Core members endeavour to attend meetings personally wherever possible. Where members are unavailable to attend, they will nominate and brief a suitable representative.
- Chairing of the CAMP in Bromley falls under the responsibility of Probation
- A list of officers from partner agencies will be gathered and called upon as and when necessary by the CAMP Chair
- Papers and actions required will be e.mailed to all parties at least 7 days prior to the meeting
- Should an officer be unable to attend they will either send a delegate to attend or provide information / actions required by them at the CAMP

Criteria for referral to CAMP

1. Drug Intervention programme

All repeat offenders identified as DIP client and not currently in treatment should be included in the CAMP.

A third offence would trigger inclusion of the offender into the CAMP where a case manager would be identified according to the most prevalent issue such as substance misuse, mental health or homelessness for example.

CAMP members will then agree the range of agencies and actions to be delivered intensively over a period of three months.

The case manager will report to CAMP on a monthly basis about progress made.

In case of the offender not agreeing to this intensive programme of intervention, they would be referred to the police for enforcement¹⁴.

2. PPO

All complex PPO offenders currently managed through the PPO panel will be discussed at the CAMP. In this context “complex” will be defined as offenders presenting with a wide range of support needs and/or a set of presenting issues potentially warranting referral into other IOM panels such as MARAC or MAPPA.

All other PPO offenders will be dealt at agency level through Probation, Substance Misuse agencies and MPS. Update on each case will be briefly presented at CAMP.

3. Others including Vigilance

All other cases including those under Vigilance will be discussed and presented at the CAMP.

¹⁴ This will require close cooperation from colleagues in MPS

Appendix 5: CAMP

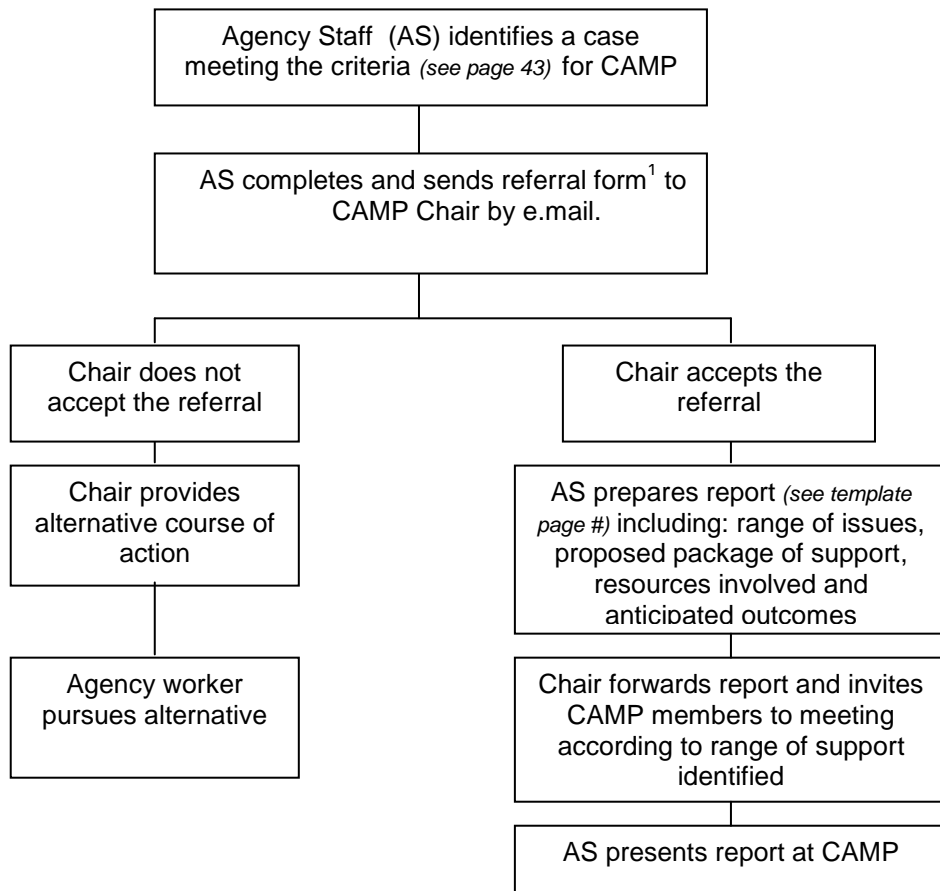
B. Guidance on chairing CAMP

1. Introduction

This document is issued by Bromley IOM Board, in order to:

- A) Provide guidance to agencies on how referral should be made to Case Assessment and Management Panels (CAMP) meetings.
- B) Provide guidance to Chair on how to effectively manage meetings.
- C) Provide a set of standards and a mechanism by which the IOM Board will monitor performance of meetings.

2. Preparation for CAMP Meetings - Procedure for Referring Agency



3. CAMP – Chairs guidance

This guidance on chairing CAMP allows for a complex task to be undertaken in a way that is systematic and efficient, ensures time is not wasted, elicits relevant information and contribution, and ensures that the record of the meeting is appropriate.

Introduction to the meeting

Are all invitees present?

Is the meeting likely to be effective if key people are missing? If not, then the option to defer the case should be considered. Chair needs to follow this up with missing members and / or their seniors if appropriate.

Is there supplementary information to be considered?

How best to use the time if reading this is considered by the presenting officer to be important.

Presentation and information exchange

Where the case has been subject to a previous meeting, the action points must be checked and outcomes/actions recorded.

Ask Agency Worker to present the case, remembering to cover areas for information and actions suggested in the initial report submitted.

Help the presentation along if there are any areas of uncertainty or disagreement. Remember to look after the Agency Worker, who may be doing her/his best in difficult circumstances, - perhaps doing an anxiety-provoking job on behalf of their agency, maybe feeling unsupported, maybe not altogether confident with the materials or the setting.

Where there are areas that seem unclear, probe for better information, - ask people what they think as well as what they know, and find out why people hold their views. Whenever possible the chair should ask for more information prior to the meeting and within a few days of receiving the report.

Discuss proposed way forward including range of support to be provided, resources, by whom and within an agreed timescale.

Risk Assessment

Is there enough information to assess risk properly? Ask for clarification of assessment of risk based on agency assessment tools e.g.:- OASys, Thornton, ASSET etc.

In the absence of sufficient information to assess risk, make sure that the gathering of relevant information is built into the action plan.

Is there enough information to *manage* the risks properly?

In the absence of sufficient information to properly manage risk, agree an interim plan.

Ask for suggestions about actions to manage the risks, starting usually with the Agency Worker. Allow discussion and seek agreement to each element discussed and, if any participant suggests an action, check with others to find their views on this.

Confirm that it is agreed that the actions to be taken are proportionate to the risks in this case for the protection of the public or the individual. Establish whether information is to be shared with third parties, with the offender, and the reasons for this.

Invite factual information from other contributors.

Ask for contributions from anyone who has not been fully involved particularly if they are not regular attendees'.

Run through suggested action plan, and decide methods of monitoring, i.e. break down the action and the mechanism to check it has happened. Seek ways of getting others present to support those named in the action plan.

Clarify if there is a need for any aspects of the action plan or content of the meeting, to be shared with other parties e.g. public, employers, school – specify what, who, how and why. If information in the meeting or action plan is not to be shared with the offender – state why.

Outline the distribution plan for the notes, - time-scales, what to do if participants want to suggest corrections/additions/amendments to the notes. Mention that Line Managers of participating staff in the agencies contributing will have access to the notes where agency supervision requires this.

Monitoring effectiveness

The Chair of CAMP will provide a progress report to the IOM Board on a quarterly basis.

Difficult, complex cases will be identified and course of action described.

Outcomes will be presented along with exception reports detailing referrals made to other IOM panels such as MARAC or MAPPA..

Bromley Case Assessment and Management Panel (CAMP) Referral Form

Please feel free to attach additional information to this form if needed.

This section is for *referring agency* only

Date referral made: By (officer)

From (agency): E.mail

Telephone: Referral outcome: Referred to other agency* Accepted Other*

*Please provide details:

1. Main reasons for referral (*Please tick all that apply*)

- DIP client identified as prolific re-offender
- DIP client not engaging in Tier 3 treatment
- "Vigilance" client
- Complex PPO (*Please provide details*):
.....

- Client discharged from MAPPA
- Client discharged from MARAC
- Client discharged from DY0
- Other (*Please provide details*):
.....

2. Client contact details

First name.....Surname.....

Address.....

.....Postcode.....Home telephone.....

MobileE.mail.....

Borough of residence: Bromley Other* (*please provide details*)

3. Client personal details

Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>	Age		D.O.B	
Childcare responsibilities	Yes <input type="checkbox"/> No <input type="checkbox"/>	Age/s of children:			
Ethnicity	White British	Indian	Caribbean	White + Black Caribbean	Chinese
	White Irish	Pakistani	African	White + Black African	Arabic
	White other	Bangladeshi	Other Black	White + Asian	
	Other Asian	Other mixed	Other	Not given	
Nationality	UK <input type="checkbox"/>	EU National: <input type="checkbox"/>	Other (Please state):		
Language	Interpreter needed : Yes <input type="checkbox"/> No <input type="checkbox"/>		Language spoken:		

4. Identification of range of issues, specific risk(s) and priority need(s) <i>(Tick all that apply)</i>					
Mental Health <i>(please specify)</i> :		Outstanding legal **		Children may be in need	
Physical disability		Current self harm		Homelessness	
Young Person (Under 18)		Domestic violence		Physical Illness <i>(Please specify)</i>	
Pregnant woman <i>(if yes please give due date)</i>		Harm to others		
Other (please specify):					

5. Identification of drug/alcohol problems <i>(Please use codes or text from the drug list below)</i>								
Primary Drug used	Frequency	IV use Y / N	Secondary drug used	Frequency	IV use Y / N	Third drug used	Frequency	IV use Y / N

Drug list			
1	Alcohol	9	Ecstasy
2	Heroin	10	Hallucinogens
3	Crack Cocaine	11	Amphetamine
4	Cocaine	12	Methadone
5	Cannabis	13	Opiate other
6	Benzodiazepine	14	Solvents
7	Barbiturate	15	Antidepressants
8	Crack Cocaine	16	Other <i>(Please specify)</i> :

5. Current services attended and / or engaged with				
Community Mental Health		Child / Family Services		Drug/ alcohol agency
Homeless person agency		Specialist health clinic		Other <i>(please specify)</i>

6. Additional Information <i>(e.g.: accommodation, next of kin information, criminal convictions)</i>

Client consent	YES	NO
I consent to this referral being made		
I can be contacted by letter at home		
I can be contacted by telephone or mobile/text message		
Name	Signature	Date

Appendix 6: Sources and references

The following should be considered as part of the implementation of the IOM Framework. These are not intended as an exhaustive list nor will they all apply necessarily to each segment of the Framework.

Safeguarding Adults in Bromley

Safeguarding Adults in Bromley: Multi-Agency Policy and Procedures

<http://www.bromley.gov.uk/NR/rdonlyres/6702975E-60C7-46DB-BD6A-FDF5F47EC2CF/0/safeguardingadultsinbromleymultiagencypolicyandprocedures.pdf>

Safeguarding Alerter's Guide for Staff and Volunteers

http://www.bromley.gov.uk/NR/rdonlyres/1A07F4C8-31E1-4AE3-A077-924EC719D29B/0/A5AlertersGuide_2010.pdf

Bromley Safeguarding Adults Board Toolkit

<http://www.bromley.gov.uk/NR/rdonlyres/97A7AD97-133B-4BFF-B51D-A90B04F1D45E/0/safeguardingadultsToolkitREV3.pdf>

Safeguarding Children in Bromley

http://onebromley/BA/Pub_CandYP/Pub_PandSD/Pages/default.aspx

Other sources

- National Reducing Re-Offending National Action Plan, published July 2004 : <http://www.noms.homeoffice.gov.uk/news-publications>
- Reducing Re-Offending by Ex-prisoners, published 2002: <http://www.socialexclusion.gov.uk/page.asp?id=263>
- National Offender Management Service: <http://www.homeoffice.gov.uk/about-us/organisation/directorates-units/noms/?version=1>
- Prolific and Priority Offenders strategy : <http://www.crimereduction.gov.uk>
- London Reducing Re-Offending Strategies: <http://www.gos.gov.uk/gol>
- Guidance on Local Area Agreements http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_localgov_036736.pdf

- Action Plan for the Development of Effective Partnership with the Voluntary and Community Sector:
<http://www.noms.homeoffice.gov.uk/news-publications>
- NOMS Business Plan: <http://www.homeoffice.gov.uk/rds/noms.html>
- Reducing Crime – Changing Lives:
<http://www.homeoffice.gov.uk/documents/reducing-crime-changing-lives?version=1>
- NOMS Offender Management Model:
<http://www.noms.homeoffice.gov.uk/news-publication/>
- Criminal Justice Act 2003:
<http://www.opsi.gov.uk/acts2003/20030044.htm>
- Domestic Violence, Crime and Victims Act 2004
- Children Act 2004: <http://www.opsi.gov.uk/acts/acts2004/20040031.htm>
- National Drug Strategy (January 2005):
<http://www.noms.homeoffice.gov.uk/news-publications>
- Alcohol Harm Reduction Strategy:
<http://www.strategy.gov.uk/downloads/su/alcohol/index.htm>
- “Every Child Matters”: <http://www.everychildmatters.gov.uk/publications>
- Criminal Justice Act 2003
- Home Office Reducing Crime – Changing Lives. The Government’s Plan for Transforming the Management of Offenders (2004)
- Home Office A Five Year Strategy for Protecting the Public and Reducing Re-offending (2006)
- National Audit Office Reducing Prisoner Re-offending (2002)
- Social Exclusion Unit Reducing Re-offending by Ex-Offenders (2002)