

# Black Country Reducing Reoffending Strategy 2018 - 2020



**safe & sound**  
Dudley's Community Safety Partnership

  
**Walsall  
Partnership**

  
**Wolverhampton**  
A Safe City  
Operating as Wolverhampton's Local Police & Crime Board

  
**Sandwell  
Partnership**  
MAKING CHANGE HAPPEN  
Safer Sandwell  
Partnership  
Local Police and Crime Board

  
**west midlands  
police and crime  
commissioner**

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**Section 2 - Executive Summary**

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**Section 3 - Introduction**

Managing repeat offenders remains a key priority not only for the Black Country but nationally. Statistics estimate that around half of all crime is committed by individuals with previous convictions with an estimated cost to the taxpayer of £9.5 to £13 billion per year. A high number of offences are committed by a very small group of individuals, termed Prolific and Other Priority Offenders (PPOs).

The model of Integrated Offender Management (IOM) is used in the management of offenders with the West Midlands authority areas having a history of being amongst the highest performing in the country. IOM brings together all agencies, including police, probation, local authority, drug treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of youth and adult offenders. As these successes were not replicated on a national scale, however, a significant shift in national policy was introduced with an unprecedented overhaul of criminal justice agencies with the aim of strengthening the approach to rehabilitate offenders.

**National Context**

Reducing reoffending remains a national priority with responsibility shared across a number of government departments including the Home Office, Ministry of Justice and the National Offender Management Service. Legislative change has driven restructures across Her Majesty's Prison and Probation Services, with the Offenders Rehabilitation Act 2014 changing the way adult services are provided nationally and extending the scope of these services to more offenders. Similarly, legislative change such as Legal Aid, Sentencing and Punishment of Offenders Act 2012 and the Anti-social Behaviour, Policing and Crime Act 2014, have introduced revisions to the criminal justice responses for youth offending, and the civil interventions available to agencies respectively.

**Regional context**

The West Midlands Combined Authority (CA) aims to work across the West Midlands area with strategic and third sector partners to address offending. The CA have a particular focus on reducing repeat offending and working to invest upstream using tools and incentives rather than managing those who have reoffended. The CA has several key areas of focus which will complement the strategy, which include;

- Understand children and young people's pathways and profile
- Benchmark current interventions and service provision - cost, outcomes, governance
- Review research and best practice nationally, regionally and internationally
- Explore Adverse Childhood Experiences (ACES) and the effect they have on offending behaviours.

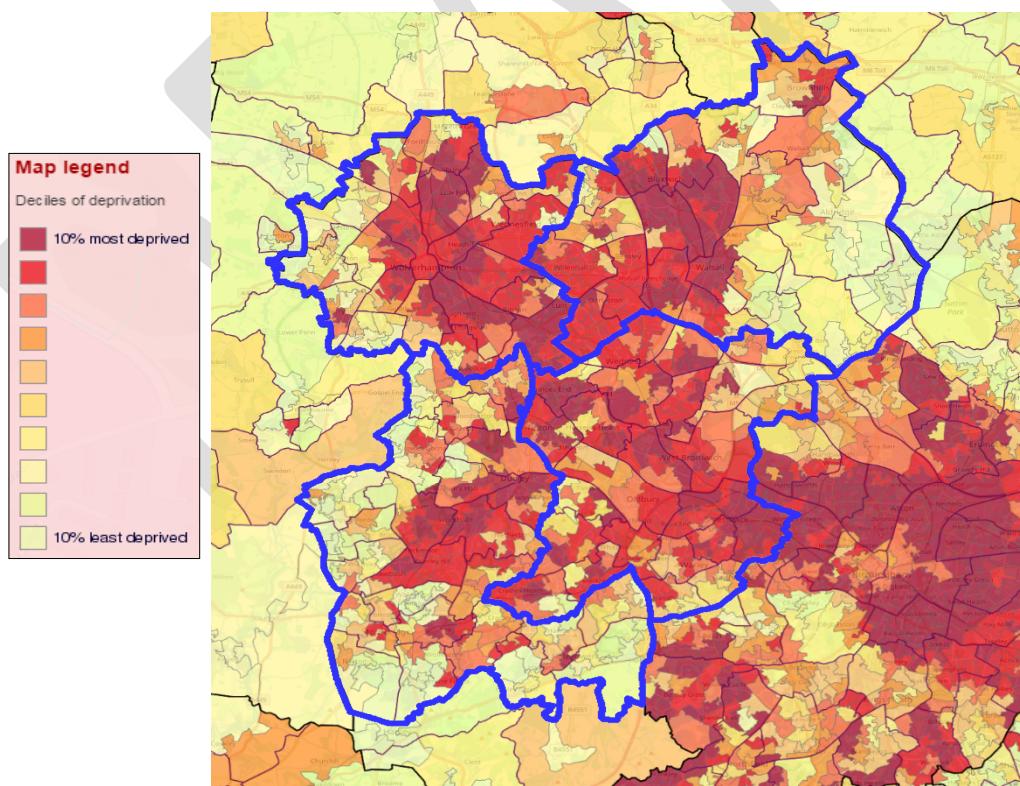
The West Midlands Police and Crime Commissioner (PCC), has committed to working with partners across the West Midlands area to reduce reoffending and to support offenders away from criminality. Offender management remains a high priority for the PCC, who will work with partners to minimise the levels of reoffending in the West Midlands area. The Police and Crime Plan 2016-2020 developed by the Office of the PPC sets out in detail how they will aim to reduce reoffending across the West Midlands area.

### Sub Regional context

Recognising local variations of need and delivery of response, each area will develop its own action plan to drive delivery within its area. Reoffending behaviour may be impacted by differing variables such as retail locations, regeneration developments or population which need a tailored intervention and have differing services to respond. whilst ensuring delivery in one area does not impact negatively on another. Oversight of performance responsibilities will remain with each CSP with opportunities for joint working and sharing of good practice.

### Section 4 - Demographics

The map below illustrates the four local authorities (LAs) that make up the Black Country - it is shaded according to deprivation levels designated by the Index of Multiple Deprivation (IMD)<sup>1</sup>.



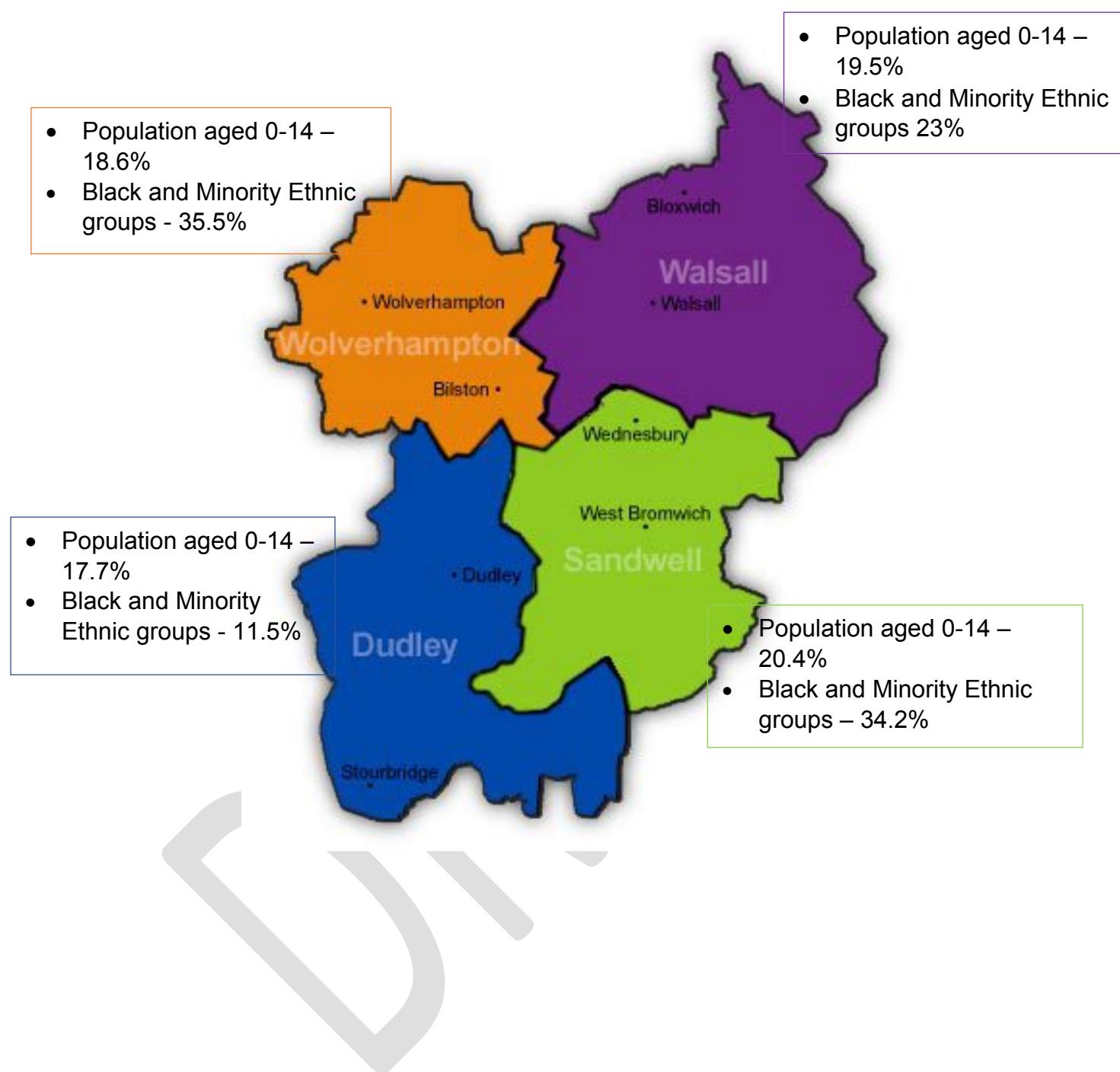
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<sup>1</sup> <http://dclgapps.communities.gov.uk/imd/idmap.html>

The IMD is divided into 'domains' of deprivation – displayed in the corners of the map, alongside the IMD overall ranking, are the rankings of each LA in terms of the 'Crime' domain.

The Black Country is a sub-region of the West Midlands located to the west of Birmingham. It gained its name in the mid-19<sup>th</sup> century due to the smoke from the many thousands of iron foundries and forges. Today the Black Country covers the three Metropolitan District Council areas of Dudley, Sandwell, Walsall and the City of Wolverhampton. The region is 356 square kilometres and has a population of 1,166,420. Dudley has the largest population with 313,600; Sandwell has 311,300, Walsall 270,900 and Wolverhampton with 251,900.

- The age breakdown for the Black Country shows that 50.8% are aged 25 to 64. 20.7% (241,096) are aged under 16 years which is higher than the percentage rate for England (19%). Conversely Dudley has the largest percentage of people aged 60 and over (25.2%) and Sandwell the smallest (20.1%).
- Within the Black Country there are 260,552 (22.9%) people who are described as belonging to the Black and Minority Ethnic groups, 29,665 (2.7%) of the population cannot speak English well or at all.
- The Black Country is significantly worse than England when comparing income deprivation, child poverty and older people in deprivation. Income deprivation in this area is 21.6% or 247,465 affected people. 61,104 older people (aged 60+) only have their pensions to live on. Unemployment in the Black Country affects 24,448 (3.4%) of the population in this area with 7,145 (9.9%) having been unemployed for a year or more. 7.1% (32,877) of people in the Black Country are living in overcrowded accommodation.
- Health indicators for the sub-region show that 234,991 (20.6%) of the population are living with a limiting long-term illness or disability. 135,509 (15.6%) of the adult population are recorded as binge drinkers, 41,909 of hospital admissions between 2011 and 2016 were for alcohol related harm.



## Section 5 - Adult and Youth Reoffending

April 2015 – March 2016

Out of 21536 offenders

6436 reoffended

**29.9%**

<b>5466</b>
<b>84.9%</b>

**Reoffenders**

April 2014 – March 2015

Out of 20548 offenders

5900 reoffended

**28.7%**

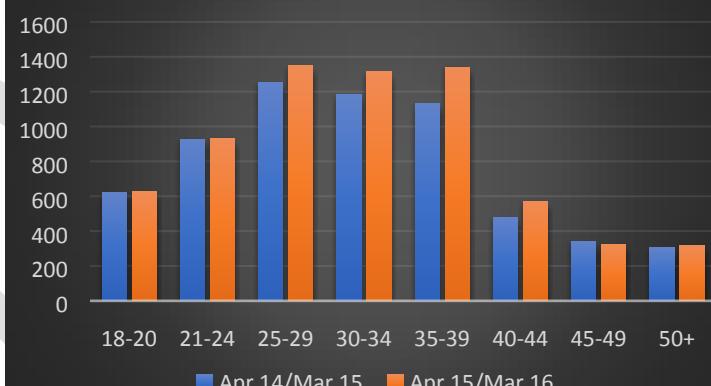
<b>4938</b>
<b>83.7%</b>



April 15 – March 16

**Violence against a person****859 Offenders****211 Re-offenders****24.5%**

April 15 – March 16

**Possession of a weapon****200 Offenders****109 Re-offenders****54.5%****Reoffenders by Age Group**

April 15 – March 16

**Sexual Offences****133 Offenders****19 Re-offenders****14.3%**

April 15 – March 16

**Drug Offences****1063 Offenders****247 Re-offenders****23.2****Youth Reoffenders**

January 2015 –December 2015

Cohort **956**Reoffenders **393**Re-offences **1280**Reoffences per Reoffender **3.25**

January 2014 –December 2014

Cohort **985**Reoffenders **381**Re-offences **1140**Reoffences per Reoffender **2.99**

**Managing Youth Offenders**

The challenge for Youth Offending Teams (YOTs) is to continually evolve to meet the changing needs and issues of the cohort of young people it is working with. Although exact priorities at a sub-regional level depends on, and reacts to local information, each Black Country YOT does identify the following as areas for priority:

- **Childhood adversity and impact upon offending behaviour**  
Practitioners may benefit from becoming better aware and informed of abuse, loss, trauma and attachment, resilience to understand the most effective ways to engage, change behaviour and secure positive outcomes. This is an area of focus being undertaken collaboratively with the WMCA.
- **Desistance and foundations for change** (Inc. education, Special Educational Needs and Disability (SEND) and speech, language and communication)

Planning and intervention increasingly focusing on positive foundations for change. Closer working is needed with education services and we have recently started a partnership with the virtual schools for vulnerable children. The Youth Justice System (YJS) performance and partnership board are working closely with the Clinical Commissioning Group (CCG) to better understand speech, language and communication needs of young people in the YJS with a view to improving resources and pathways.

- **Crime Prevention**

Numbers of young people receiving convictions at court are reducing in line with the increase in numbers we are engaging with through out of court disposals. A challenge is to find the correct balance between statutory Court work and pre-court focus on Police disposals, or particular cohorts e.g. girls and looked after children.

- **Serious Violence and emerging issues**

Such issues evolve, but currently involve exploitation ‘county lines’, urban street gangs, knife crime, and an ongoing focus on Child Sexual Exploitation (CSE).

- **Transition from youth to adult**

This area requires on-going focus and collaboration between youth and adult agencies.

N.B. Datasets of live reoffending information are not immediately comparable at this time; therefore, the indicator is the Youth Justice Board datasets, produced quarterly.

## Managing low to Medium Risk Adult Offenders - Community Rehabilitation Company

Adult reoffending across the Black Country was higher than anticipated during October '15 – September '16.

Area	Expected Reoffending Rate	Actual Reoffending rate
Dudley	39.58%	46.02%
Sandwell	32.29%	38.16%
Walsall	42.14%	47.19%
Wolverhampton	36.78%	40.35%

General observations and key priorities for the Black Country area are:

- Service users who have been the perpetrator of **Domestic Violence** show **average** rates of re-offending (42.81%) compared to the general cohort.<sup>2</sup>
- Service users who have a **Child Protection** flag show **higher than average** rates of re-offending (57.39%) compared to the general cohort. (expected rates 44.01%)
 

**Priority:** Child protection information sharing is improved and a streamlined flow of information is improved between existing forums such as Multi Agency Risk Assessment Conference (MARAC), One Day One Conversation (ODOC), Multi Agency Safeguarding Hub (MASH) and that cohorts where this is an identified risk factor are developed
- Service users with **Mental Health** challenges show **higher than average** rates of re-offending (57.83%) compared to the general cohort. (expected rates 40.68%)
 

**Priority:** Improve the provision and access of mental health services including priority access for those identified as part of a reducing reoffending pathway or within criminal justice services.
- Service users with an identified **substance misuse** issue or **drug rehabilitation requirement** show **higher rates** of re-offending (65.53%).
 

**Priority:** Improve the provision and access of drug and alcohol treatment services including priority access for those identified as part of a reducing reoffending pathway or within criminal justice services.

<sup>2</sup> Though DV perpetrators not meeting the threshold for criminal charging will not be reflected in this figure.

- Service users identified as **homeless** show **significantly higher rates** of re-offending - 82.50% compared to 38.36% for those with settled accommodation. The expected re-offending for homeless Service Users is 48.25%.  
**Priority:** Increase access to stable and sustainable accommodation options especially for those leaving custodial establishments.
- Service users identified as **unemployed** also show **disproportionately higher rates** of re-offending – 60.63% compared to 32.80% for those with employment.  
**Priority:** Increase credible and sustainable opportunities for ex-offenders including preparation for employment and increased support from local business.

### Focus on Dudley

There was a higher than expected re-offending shown in **female** Service users. Observed rate of 48.23% compared to an expected rate of 39.56%.

Highest rates of offending in Dudley were:

Theft (non-motor) <sup>3</sup>	79.31%
Burglary (domestic/from dwelling)	61.11%
Handling stolen goods	60.00%
Theft (from vehicles)	60.00%
Taking and driving away (plus related offences)	60.00%

### Focus on Sandwell

Sandwell saw higher rates of re-offending than the Black Country trend for 18-21-year-olds.

Highest rates of offending in Sandwell were:

Theft (non-motor)	70.00%
Burglary (other)	66.67%
Other motoring	47.54%
Handling stolen goods	42.86%
Burglary (domestic/from dwelling)	38.89%

### Focus on Walsall

Less significant reductions in Highest rates of offending in Walsall were: re-offending observed for the 18-24-year-old service users than generally across the wider Black Country area.

Robbery #Note low volume	100.00%
Theft from vehicles	80.00%
Theft (non-motor)	74.00%
Burglary (domestic/from dwelling)	67.65%
Other motoring	59.46%

<sup>3</sup> Denotes that crime type is common in all areas of the Black Country

Service Users with a domestic violence flag show much increased re-offending rates in Walsall which is atypical of the observed trends across the wider Black Country area.

### Focus on Wolverhampton

Highest rates of offending in Wolverhampton were:

Theft (non-motor)	88.83%
Theft from vehicles	57.14%
Burglary (domestic/from dwelling)	56.67%
Burglary (other)	50.00%
Criminal damage	45.45%

### Managing High Risk Adult Offenders - National Probation Service

The National Probation Service (NPS) has responsibility for the completion of Pre-Sentence Reports at Court and thereafter, the correct allocation of work to either the Community Rehabilitation Company (CRC) or NPS. The key factor for allocation is 'risk of serious harm'. High / Very risk of serious harm cases are allocated to NPS, with most other work (low/medium risk) is allocated to CRC. At any point during the sentence the CRC can escalate a case to NPS if the risk of harm is assessed as increasing to high.

All offenders are assessed to identify factors that are linked to the risk of re-offending and the risk of harm. A risk management plan and sentence plan are compiled with the purpose of reducing both the risk of re-offending and risk of harm.

Re-offending data assists with identifying the key need areas:

**Relationships:** Working with offenders to build healthy and sustainable relationships with their families/children/others which will create support networks to deter re-offending (appropriate risk management needs to be in place to protect victims).

**Thinking Behaviour:** Direct offending behaviour work takes place via 1-1 supervision with NPS offender managers and where appropriate, attendance on Accredited Group Programmes that are specific to the type of offending. The aim of such programmes is to challenge inappropriate thinking and to provide the skills to alter behaviour in the future. There is also an increased focus on screening cases that maybe responsive to interventions via the Personality Disorder Pathway.

**Lifestyle and Associates:** Providing support for service users to improve their lifestyle, this may include assistance with employment, training and education to build knowledge, confidence and increase financial stability. Support is also provided to help service users address friendships, encouraging healthy and mutually supportive relationship.

Closely linked to these three priority areas is addressing offender attitudes and aiding opportunities for service users to access employment, training or education which is suitable for them and matches with their skills and interests.

The NPS provides as standard assistance with accommodation, and support for drug and alcohol rehabilitation.

Focus for NPS in the Black Country area is to maximise successful completions of both community orders and custodial licences; this will increase the opportunity for offenders to complete offence focused work, in the form of 1-1 work and by attending accredited programmes. These may include sexual offending, violent offending programme and/or domestic abuse programmes.

## **Section 6 - Reducing Reoffending Priorities and Outcomes**

Priorities for this strategy have been informed by analysis of data trends, organisational priorities and local need. These have been collated to identify key priorities which are shared and require a strong partnership focus. Whilst robust management of the highest risk offenders and those prolific offenders who commit high volume crimes remains a priority, increased emphasis is now placed on those offenders which commit the greatest harm to victims by their offending behaviour. This strategy therefore outlines a commitment to develop new approaches for earlier identification and intervention for those on the cusp of offending, strengthening the intervention pathways to reduce the reoffending risk such as mental health and substance misuse and will place a spotlight on offenders who pose the greatest risk and cause the greatest harm.

Part of the Focus for Youth Justice Services is around reducing the number of young people entering the YJS. An opportunity exists to build on existing preventative activity, which proactively engages young people who are at risk of offending and their families or those who have received an out of court disposal and risk escalating to Court for conviction. This strategy recognises that each Local Authority YOT may need to approach prevention activity through a localised lens however an opportunity exists to identify and share best practice as we continue to work together.

**Prevention:** Development of a model which will provide early identification and interventions preventing offending and re-offending.

**Reducing Reoffending:** Strengthening pathways to prevent the cycle of reoffending.

**Reducing the Risk of Harm:** Management of high risk offenders and targeting of key cohorts to reduce reoffending and the seriousness of offences committed.

**Delivery Outcomes**

<b>Priorities</b>	<b>Outcomes</b>
<b>Prevention</b>	<p>Development of a prevention model to achieve:</p> <ul style="list-style-type: none"> <li>➤ Earlier identification and engagement into support</li> <li>➤ Improved use of civil interventions</li> <li>➤ Increased victim resilience (including children where appropriate)</li> <li>➤ Improved communication and awareness</li> <li>➤ A 'whole family' approach</li> </ul>
<b>Reducing Reoffending</b>	<ul style="list-style-type: none"> <li>➤ Reduced repeat offences (adult and youth)</li> <li>➤ Strengthened pre-release support</li> <li>➤ Improved care pathways to challenge attitudes and behaviour</li> <li>➤ Increased successful court outcomes</li> <li>➤ Reduced volume crimes</li> </ul>
<b>Reducing the Risk of Harm</b>	<ul style="list-style-type: none"> <li>➤ Development of risk-based stepped model for volume offenders</li> <li>➤ Reduced escalation of risk</li> <li>➤ Disruption of organised criminality</li> </ul>

**Section 7 - Performance Framework**

National frameworks are in place from which performance of youth reoffending (Youth Justice Board - YJB) and adult reoffending (Ministry of Justice - MOJ) is captured and compared. This binary system follows cohorts of offenders through the criminal justice system following sentence and tracks any re-offending over a period of time. A significant time lag of approximately 18 months exists with use of this data, due to the process of tracking offenders and any additional convictions, should they reoffend. Due to this lag, a variety of proxy measures and local performance toolkits are used by partners to capture more up to date performance, providing an in-depth insight into current offending patterns which includes detail on the seriousness of offences committed as well as the volume. The variable use of these however, means that only the MOJ and YJB published data allows for service comparison across geographic areas. Performance against this Black Country Reducing Reoffending Strategy will therefore use a mixture of both data sets to enable partners to respond promptly and flexibly to local trends and evidence what is or is not achieving positive impact.

**Key Performance Indicators**

<b>Adults</b>	<b>Youths</b>
Reoffending rates (those under supervision / proven)	Reoffending rates (those under supervision / proven)
SDVC outcomes	
Successful completion of community sentences (post custody release)	
Reoffending (DV perpetrators/ MARAC cases / IDIOM Data)	
Risk assessments completed (Think Family)	
Percentage of recalls (standard and fixed)	

Breach Timelines (NPS)	
Increased access and support to secure accommodation	
Support to access Education, Training and/or Employment	
Reduction in the use of Drugs and Alcohol	
Assistance to manage debts, finance and access benefits	
Support to build and/or maintain relationships with families and children	
Assistance to change attitudes, behaviours and thinking	

## Section 8 - Delivering in Partnership

### West Midlands Police and Integrated Offender Management (IOM)

West Midlands Police (WMP) has an established and effective Integrated Offender Management programme. In 2011, considerable investment was made in Offender Management Units (OMUs) as part of our preventative policing strategy at a time when austerity measures saw other forces scaling back IOM resourcing. This largely aimed at serious acquisitive crime (SAC) offenders, with the force enjoying unequalled success nationally in the reduction of SAC offending, who along with colleagues in SWM Probation Trust produced the lowest reoffending rates in the country.

In 2015 WMP began to explore the wider adoption of IOM methodology into other aspects of offending. It was determined that IOM would form part of their ambitious 2020 change program to ensure that any proposals for change would dovetail with the future organisational ambitions.

IOM is now seen as a key function of the “Geared to Prevent Harm” approach on which the WMP2020 programme was built and is a key element of the Intervention & Prevention (I&P) work to prevent and reduce crime, demand and vulnerability.

The IOM work stream was reviewed to deliver consistency through central management and co-ordination but crucially retaining local delivery within Neighbourhood Policing Units (NPUs). This ensures local flexibility whilst delivering consistency in IOM business across the Force area.

The current model is also set up to prevent further offending across a wider breadth of criminality. Incorporating integrated case management approaches with partners for new and emerging crime types, as well as extending the reach with increased management of violent and organised offenders will help Police and partners to prevent further offending and better protect our communities from harm.

A key feature of the change included bringing Sex Offender Managers out of Public Protection and into Local Offender Management Units (LOMUs).

#### Benefits of the current approach

- ✓ Corporately managed / locally delivered IOM structure.
- ✓ Force-wide consistency and accountability that maintains strong local connection.
- ✓ Implements evidenced and effective practice across the whole force.

- ✓ 7 LOMUs within each of the seven Local Authority areas
- ✓ 4 pillar approach of Core Offenders, Vulnerability, Risk and Sex Offender Management.
- ✓ Potential to invest resources into activities which we know works and invest resources into dealing with people that pose either the highest risk of harm to communities or the highest opportunity to reduce reoffending.

### **Police and Prison Resettlement**

WMP have also launched an innovative approach to resettlement for adults leaving local prison establishments (85% of all releases), with a small team of police officers and staff that work alongside prison and probation colleagues within those resettlement prisons. These officers aim to better share information and align supported interventions for managed offenders resettling back into our communities. We anticipate that this will pay significant dividend, enabling smoother and more successful integration, reducing the otherwise negative impact of offending triggers and barriers to desistance from crime. They create a vital link between offenders in prisons as they enter resettlement and community based offender managers/neighbourhood officers through a small but dedicated resource.

### **Probation Services**

The Offenders Rehabilitation Act 2014 facilitated the Transforming Rehabilitation reforms in 2015. The reforms split probation responsibilities between newly formed CRCs managing low-medium risk offenders and the NPS for the management of high risk offenders. The legislative change also extended the scope of offenders eligible to access probation support and designated resettlement prisons introduced providing ‘through the gate’ support from custody to community during the last 3 months before release.

The IOM umbrella also includes Multi Agency Public Protection Arrangements (MAPPA), the process which brings agencies together to manage serious violent criminals and sex offenders.

### **Youth Offending Services**

The aim of the Youth Justice system is to prevent offending and reoffending. Multiagency YOT's comprise staff from partner organisations who work together in co-location to improve outcomes for children and young people and enhance the safety of the community.

The YOT works with local crime reduction partners to work with those young people who present the greatest risk to communities and themselves, providing them with specific monitoring and support. This can include early engagement and prevention services as well as intensive surveillance and support which manages the highest risk young people. The YOT also leads in the local youth MAPPA targeting those young people who have the potential to cause the most harm in our community. There are

strong initiatives in relation to our ‘Deter’ cohort where young people who are of the highest concern in the community receive additional Offender Management.

Under statute, a local YOT is accountable to a YOT Management Board which oversees and scrutinises the work of YOTs. The YJB provides feedback to the partnership in respect of compliance with grant requirements such as secure estate placement information and National Standards and regional or national trends in Youth Justice that should shape and inform decision making in addition to our local intelligence.

YOTs will develop annual Youth Justice Plans to direct delivery with progress reported to CSPs which provide governance and oversight in line with the requirements of the Crime and Disorder Act 1998.

A significant part of the YOT offer includes working to address the root cause of behaviour rather than addressing symptomatic behaviour, building positive foundations for change through education, language and communication and crime prevention to engage those on the cusp of offending before they enter the criminal justice system.

### **Her Majesty’s Court and Tribunal Service (HMCTS)**

A further review of the Magistrates Court service is anticipated; this follows changes in 2016 which saw closure of Sandwell Magistrates Court and introduction of a new listing pattern; trial centres continue to be offered at Dudley, Walsall, and Wolverhampton. The court maintains a close working relationship with the Crown Prosecution service, support is given to Witness Services and there is close work with the YOTs, Probation services and support services such as mental health criminal justice IDVAs and substance misuse.

## **Pathways to Reduce Reoffending**

At the heart of any strategy to reduce reoffending are the issues of vulnerability and risk. Reducing vulnerabilities of individuals and communities by ensuring that the right services (pathways) are in place and accessible to assist people away from offending behaviour; offenders are carefully managed by agencies in a joined-up way to reduce risks to both themselves and the public.

The seven pathways to reduce reoffending:

### **Accommodation and Support**

A third of adult prisoners do not have settled accommodation prior to custody and it is estimated that stable accommodation can reduce the likelihood of re-offending by more than a fifth. It also provides the vital building blocks for a range of other support services and gaining employment.

### **Education, Training and Employment**

Having a job can reduce the risk of re-offending by between a third and a half. There is a strong correlation between offending, poor literacy, numeracy, language and low achievement. Many adult offenders have a poor experience of education and no experience of stable employment.

### **Health**



Adult offenders are disproportionately more likely to suffer from mental and physical health problems than the general population also have high rates of alcohol misuse. Furthermore, 31% of adult prisoners were found to have emotional wellbeing issues linked to their offending behaviour.



### **Drugs and Alcohol**

Around two thirds of adult prisoners use illegal drugs in the year before imprisonment and intoxication by alcohol is linked to 30% of sexual offences, 33% of burglaries, 50% of street crime and about half of all violent crimes.



### **Finance, benefits and debt**

Ensuring that adult ex-offenders have sufficient lawfully obtained money to live on is vital to their rehabilitation. Around 48% of prisoners report a history 81% of offender's claim benefit on release.



### **Children and Families**

Maintaining strong relationships with families and children can play a major role in helping adult prisoners to make and sustain changes that help them to avoid re-offending. Custody can place added strain on family relationships.



### **Attitudes, Thinking and Behaviour**

Offenders are more likely to have negative social attitudes and poor self-control. Successfully addressing their attitudes, thinking and behaviour during custody may reduce re-offending by up to 14%.

Whilst many of the pathways highlighted for adults remain relevant when working with young people. It is necessary to highlight that young people do require a different approach and the pathways in and out of offending can be complex, particularly in terms of their ability to influence their environment. The YJB assessment tool ASSET+ currently focuses on the following factors, underpinned by analysis and planning.

- Personal, family and social factors
- Living arrangements and environmental factors
- Parenting, family and relationships
- Young person development
- Learning, Education, training and employment
- Foundations for Change
- Resilience, goals and attitudes
- Opportunities
- Engagement and participation

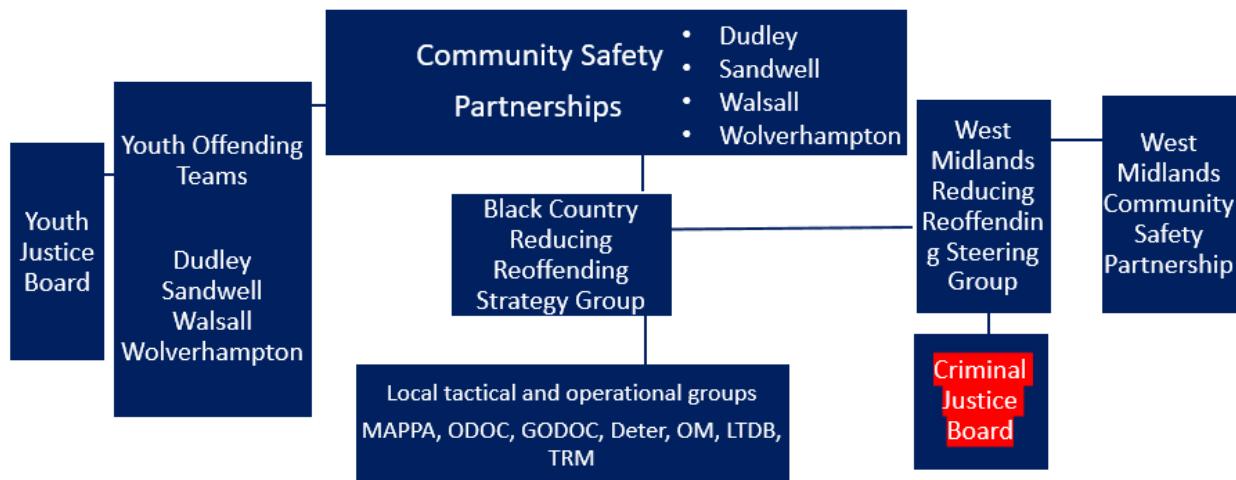
- Factors affecting desistance
- Self-assessment views from the young person and parents/carers

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## Section 9 - Governance

Whilst governance for reducing reoffending sits squarely with the respective CSP for each individual area, there are clear benefits in streamlining our approach and driving delivery across the Black Country sub-region. A representative Black Country Reducing Reoffending Strategy Group will provide a vehicle for joint working across the Black Country to progress the shared priorities within this strategy, with provision for area variances to be taken forward by each individual area. As reducing reoffending also features as a priority for the West Midlands PCC and the Combined Authority, links to those regional structures will add weight to delivery of the Black Country priorities and open up further opportunities for new approaches and additional resources to be drawn down to aid local implementation.

### Black Country Reducing Reoffending Governance and Delivery Structure



## Section 10 - Equalities

[Full equality analysis to be undertaken before completion. Findings to be inserted].

## Section 11 - Appendices:

### Partner Organisations

This strategy has been approved by the following Community Safety Partnerships and their constituent partners:

Dudley Safe and Sound Partnership

Safer Sandwell Partnership

Safer Walsall Partnership

Safer Wolverhampton Partnership

**Glossary of Terms** [To be inserted upon completion]