



West Mercia Multi Agency **Public Protection Arrangements**

CONTENTS

Section 1
Foreword 2

Section 2
Introduction 3

Section 3
Key Achievements..... 4

- a) General
- b) Working with Prisons
- c) Ongoing Education and Training

Section 4
How the MAPPA Operate Locally 6

Section 5
Statistical Information 12

Section 6
Strategic Management Board 14

Section 7
Contacts 18

Annex A
SMB Business Plan..... 20

SECTION 1

Ministerial
Foreword
by
Maria
Eagle, MP

These are the sixth MAPPA annual reports, and the first with a foreword by the Ministry of Justice. I want, first of all, to underline the Government's continued commitment to these arrangements. Protecting the public from dangerous offenders is a core aim for the new Department. Just as the effectiveness of MAPPA locally depends on the quality of working relationships, we will work with the Home Office, the Police, and others, to develop the best possible framework within which the MAPPA can operate.

On 13 June, the Government published a Review of the Protection of Children from Sex Offenders. This sets out a programme of actions which include developing the use of drug treatment for sex offenders and piloting the use of compulsory polygraph testing as a risk management tool, enhancements to the regime operating at Approved Premises, and also a range of actions impacting directly upon the way the MAPPA work. I want to highlight two of them here.

Firstly, research tells us that the arrangements are already used successfully to disclose information about dangerous offenders but we think this can be improved upon. MAPPA agencies will be required to consider disclosure in every case. We will pilot a scheme where parents will be able to register a child-protection interest in a named individual with whom they have a personal relationship and who has regular unsupervised access to their child. If that person has convictions for child sex offences and the child is at risk, there will be a presumption that the offences will be disclosed to the parent.

Secondly, as MAPPA has developed over the past 6 years, best practice models have been identified which show that specific roles and approaches are required to ensure it is managed effectively. We are committed to strengthening MAPPA arrangements and ensuring that robust performance management is in place. To achieve this, we intend to introduce new national standards, which will ensure a consistent approach across Areas and we will be making available £1.2 million to support Areas in implementing the standards.

We aim to do everything that can reasonably be done to protect people from known, dangerous offenders. We know that there is always room for improvement. I commend this annual report to you as an indication of the commitment, skills and achievements of the professionals, and lay advisers, in managing and monitoring this essential, often difficult area of business.

Maria Eagle MP

Parliamentary Under Secretary of State

SECTION 2

Introduction

In West Mercia (Herefordshire, Worcestershire, Shropshire and Telford and Wrekin) we continue to develop effective and co-operative working between all those agencies involved in the management of the offenders who pose the greatest risk to our communities. The arrangements for this are called the Multi Agency Public Protection Arrangements (MAPPA).

It is a reflection of our commitment in working together to protect the public that during the year we have secured further joint funding for the appointment of an additional MAPPA co-ordinator and administrative support post. This will enable us to have in place co-ordinators at both level 3 and level 2, which can only enhance our ability collectively to manage risk more effectively.

It is envisaged that in September 2007 these resources will become part of a new Strategic Public Protection Unit located within West Mercia Constabulary HQ, ensuring that MAPPA work is the golden thread in "Protecting the Public".

The Strategic Management Board (SMB) extends a warm welcome to Simon Chesterman the new chair of the board and thanks Julie Masters for her lead over the past years.

Whilst we acknowledge that it is impossible to guarantee that the multi-agency management of high risk offenders can totally eliminate risk to the community, we are confident in West Mercia that we have robust systems in place, which means we are able to minimise such risks through effective multi-agency assessment and planning. We have the ability and commitment to respond to changing circumstances and deploy a range of resources across our agencies to ensure that the communities that we live in remain safe places to live and work.



Lorraine Mosson-Jones
Regional Risk Manager
West of Midlands Prison Region



Julie Masters
Assistant Chief Officer
West Mercia Probation Area



Peter Wright
Assistant Chief Constable
West Mercia Constabulary

SECTION 3

Key Achievements

a) General

This year can be summarised as “business as usual” but with some important work that will underpin changes in the next year. There have been improvements in overall attendance at meetings by key agencies and during the year we had important contributions from a wide range of agencies and staff. Examples include Women’s Aid and Domestic Violence Advocacy Workers, Police Community Support Officers, NSPCC, hospital staff and Mental Health Approved Social Workers. Their contributions bring variety to the work of the staff more usually associated with MAPPA. The detail that such agencies can give often allows unique insight into the communities and lifestyles of those who commit serious offences and also those who are vulnerable. Our work has continued to be supported by strong contributions from both adult and child protection services and mental health professionals.

b) Working with Prisons

The West Midlands Prisons Area includes prisons in Staffordshire, West Mercia, West Midlands, and has links with services and agencies in Warwickshire. In our prison area there are 12 public sector prisons in all:

Birmingham	Blakenhurst	Brinsford
Brockhill	Drake Hall	Featherstone
Hewell Grange	Shrewsbury	Stafford
Stoke Heath	Swinfen Hall	Werrington

The Prison Service continues to be committed to the Multi-Agency Public Protection Arrangements in the West Mercia area as demonstrated by the fact that the prisons in our area have clearly identified senior managers with responsibility for public protection and have Risk Management Teams that manage those prisoners who present most risk. The Risk Management Teams ensure that the different departments within the prison work together and that information is shared effectively with MAPPA in the community.

During 2006-7 the Prison Service has been involved in two key pieces of work to further protect the public in West Mercia:

1. Offender Management: The Prison Service and Probation Service have worked very closely to implement a single, shared system for the end-to-end management of offenders in both custody and in the community. Since November 2006, those offenders presenting the highest risk of serious harm to the public have been managed under the National Offender Management Model. The new model brings a coherence and consistency to management of offenders presenting a high risk of harm, and improved information sharing between the two services.

2. Risk to Children: The Prison Service has been working closely with other agencies in the West of Midlands region involved in safeguarding children to develop an improved system for sharing information to protect children from those presenting a risk to them. This has been a complex task involving a high number of local authorities, 4 probation areas, 12 prisons and a number of Youth Offending Services. Whilst yet to be fully completed, good progress has been made on developing a standard system for information sharing across the region with the support of all relevant agencies.

c) Ongoing Education and Training

An emphasis has been maintained on training and briefings about MAPPA in the current year.

A basic principle in public protection work is that it needs to be conducted on a multi-agency basis in the most serious cases. This is because the assessment and management of the most dangerous individuals is a complex task. It would rarely be comprehensive without using the information, knowledge, systems, resources and expertise – and often the legal powers - of a number of different agencies working within and alongside the criminal justice system.

For this reason there is a continued focus on briefing and training about the MAPPA across those agencies that are most often involved in public protection work. Wherever possible in West Mercia the training is delivered to staff and managers from different agencies working together. Where this is not possible, there is still an attempt to get a cross-section (managers and front-line staff) into the same events. Whole organisations need to be aware of the MAPPA. This helps Managers to support it at a policy and strategic level, and practitioners to build MAPPA into their daily working practice.

SECTION 4

How the
MAPPA
operate
locally

a) Assessing Risk and Multi-Agency Work

Police, Probation, Prisons, Childrens and Adults Services, Youth Offending Teams and a range of other organisations regularly deal with offenders and ex-offenders. They have a responsibility to carry out their work to the best of their ability, in a way that protects the public.

Most public protection work is carried out by these agencies using their own organisation’s risk assessment methods. In the majority of cases information and resources from other organisations is used, but the management of the case is within the capability of the single organisation.

It is not easy to predict who will commit further offences and what these will be. However, there are a number of ways of doing this based on factual evidence that can be used to assess the likelihood of further offending, and current circumstances that make offending more or less likely.

When our work on public protection does not include information and expertise from all relevant agencies, it is weak, and likely to be ineffective. In a similar way, the powers and responsibilities of these different agencies are needed to manage the risks. MAPPA in West Mercia is based on a strong multi-agency approach.

b) Managing the Most Dangerous - Level 3 cases

Locally, and in line with National MAPPA Guidance, the most serious offenders – those who are considered likely to cause serious harm (harm which is life-threatening and/or traumatic and from which recovery can be expected to be difficult or impossible) are dealt with by Multi-Agency Public Protection Panels (MAPPPs). These are also known as “Level Three” meetings. These meetings take place monthly in each of the five police divisions in the area and additional meetings are convened if the case is considered so serious that it cannot wait until the next monthly meeting. The meetings are attended by senior managers of the key agencies, and seek to give proper focus to that small number of most risky cases known as the “critical few”. Over the year a total of 71 cases have been dealt with at Level 3.

These were distributed between the five police divisions as follows:

Hereford:	14 Cases
North Worcestershire:	15 Cases
Shrewsbury:	7 Cases
Telford and Wrekin:	9 Cases
South Worcestershire:	26 Cases

Case Study 'A'

'A' is back in prison following recall by Probation. He has a history of violent and sexual abuse of children in his family, and received a lengthy sentence for serious sexual assaults. Following his release on licence it was established that he had been speaking with a child who he was prohibited from contacting. The exchange of key pieces of information between agencies was critical in achieving the grounds for recall.

'A' represents a challenge to any agency dealing with him. It has not been possible to engage him in any appropriate offending behaviour programmes. He denies and minimises his offending. Before and during his trial he tried to put pressure on those giving evidence against him and continued to make threats. He controls others in the family and so public protection must allow for the fact that others often do what he tells them, even to the extent of carrying out violence on his behalf.

The MAPPA has been exchanging information formally about this case for nearly 3 years. A wide range of professionals and agencies have been involved and will continue to be needed in future. Health and Children's Services have made significant contributions, together with the Probation Victim Liaison Officer. Upon release 'A' will no longer be supervised on licence by the Probation Service because he will have reached his "sentence expiry date". Responsibility for monitoring is transferring to the Police, who manage his sex offender registration.

Over the year a total of 38 registered sex offenders were either cautioned or convicted for breaching their registration requirements. A number of these offenders have been returned to custody and in a number of other cases the breach or caution has acted as a timely reminder of their obligations to comply.

Case Study 'B'

'B' is to be released to another area to make a "fresh start" after serving a long sentence for offences of serious violence associated with a drugs network. Near the end of his period in custody he used illegal drugs in prison, and this put back his release date when it was reported to the Parole Board.

'B' is clearly capable of using extreme violence, but he has worked in prison to plan for a different lifestyle. He had previously enjoyed a good work record and hopes to manage his time through legitimate work and income. Away from the drugs scene, he may survive without offending. It is very unlikely, though, that he could avoid further violence if he were to resume links with other drugs users and the supply network.

Much careful work has gone into investigating other areas where he could live. 'B' has proposed various options. The new area has now helped to plan a period in a hostel to provide some early monitoring, especially looking for any indications of drug abuse. If this period in a new area succeeds in breaking the pattern of 'B's' former lifestyle, together with removing him from previous harmful associations, it is possible that the reasons for the original drug-related violence will no longer exist. Probation would not hesitate to recall should 'B' start to abuse drugs again because this behaviour is so closely associated with his violence.

We also accept cases from other areas where appropriate, for example where there is a family link and there is a strong case to resettle the offender well away from the victim(s) of the original offences.

Case Study 'C'

'C' committed very serious sexual and violent offences against adolescent children in his home area. The level of harm and fear was considerable, and it is considered that the victims were seriously traumatised by their experience. It was decided that a return to that area would risk further trauma to the victims. It was planned that 'C' would be required to live at a national resource hostel on release prior to resettling in West Mercia to be near his family members and where he could receive some support. He did not last long in that hostel, however, before breaching the rules and being returned to prison. His second release was to a hostel in our area, and tight supervision followed, supported by police sex offender registration procedures. 'C' again breached hostel rules and was returned to prison. On this occasion it was believed that 'C's' behaviour had worrying similarities to earlier behaviour patterns, and so it is now thought likely that 'C' will remain in custody until the last date that he can be detained in prison. The MAPPA process will continue to exchange information and plan to protect the public using legal powers to the full following his eventual release. These will involve maximum use of the powers police exercise to supervise Registered Sex Offenders.

Sometimes MAPPP Level 3 cases have a high public profile, or require resources to be dedicated that could not be made available by operational members of the contributing agencies. Senior management representation is therefore required to secure resources and agree any media contact. It is also important that more senior managers play their part in taking responsibility in those cases that are likely to cause most concern. The planning sometimes needs to be long-term and strategic.

In each Panel case an Action Plan is agreed. In many cases further Panels – sometimes a series of monthly Panels – review progress on the case, bring up-to-date the assessment of risk and make any necessary amendments to the safeguards that have been agreed.

c) Managing Significant Risk - Level 2 cases

For a larger number of offenders (131 this year) who represent a lower, but still significant risk of causing serious harm, a similar system operates. These are known as Level 2 meetings.

The staff attending Level 2 meetings are more usually at an operational level. As with the MAPPP (Level 3), for each case an action plan is devised that is based on the best available risk assessment.

Case Study 'D'

'D' has a long history of sexual interest in children. His few convictions are for offences at a low level of seriousness. Much of his behaviour does not result in prosecution because it stops short of criminal offending - but rather is a cause for concern. 'D' seeks contact with children through particular community organisations to whom he can appear to be a well-intentioned and harmless individual. He complies well with supervision. Prior to release from prison it was agreed that he should live for a period at a probation hostel. While arrangements were being made to alert those organisations who needed to be aware of him, this case was briefly held at MAPPA Level 3.

It has subsequently been agreed that this case can be held at MAPPA level 2. 'D' is back in prison because he engaged in further worrying behaviour. A Sexual Offences Prevention Order has been obtained that will provide clear constraints on him in public places and restrict his access to children. It is agreed that providing agencies continue to exchange information when required a lower level of management is appropriate. Probation and police have long-term statutory responsibilities in this case and should the risk escalate, it can quickly be returned to MAPPA Level 3 in future.

d) Lower Risk Offenders - Level 1 cases

Most registered sex offenders and other violent and sex offenders are dealt with as MAPPA Level 1 cases within a single agency that has responsibility for the offender. The agencies responsible will carry out a risk assessment and be responsible for keeping the assessment up-to-date when circumstances change. They manage the cases through their own procedures unless and until they need to formally share the task through the MAPPA. There will be certain key changes in circumstances that are known to increase the risk for each case and such developments could prompt a referral to MAPPA Level 2 or 3.

e) Overview of MAPPA work in the period

There are some changes in the numbers and types of cases dealt with under the MAPPA this year. Some key points arising are outlined below:

1. The number of registered sex offenders has risen marginally (655 from 635); this represents a slow-down in the rate of annual increase.

2. There is an increase in the use of Sexual Offence Prevention Orders (SOPOs) (from 7 to 24). This reflects increasing use by the courts of their powers to impose a SOPO at point of sentence to protect the public from sexual harm. There may have been a delay before the powers of the courts have been utilised since the law was changed to make such orders available. This delay may have been whilst courts became accustomed to the exercise of these powers and for agencies (police, CPS, probation) to routinely consider these powers in dealing with sex offenders going before the courts.

3. One notification order has been obtained locally this year, being the first use of this order in West Mercia. This effectively makes someone convicted of a sexual offence abroad subject to the same registration arrangements as if they had been convicted in the UK.

4. MAPPA Category 1 (registered sex offenders) and Category 2 (violent and other sexual offenders sentenced to 12 months or more in prison) populations have grown marginally.

5. For both groups, however, there has been a reduction in the use of formal MAPPA Level 2 and 3 meetings. This may reflect increased confidence in police, YOS and probation to deal with more of these cases at MAPPA Level 1 and the more appropriate targeting of resources upon those cases posing the greatest risk.

6. The number of Category 3 cases (offenders who do not meet the definitions (above) for categories 1 or 2, but who are deemed to represent a significant risk of serious harm to the public) at MAPPA Levels 2 and 3 has grown substantially. The data suggests an increased use by probation of MAPPA level 2 for cases managed by probation but falling outside the other two formal MAPPA categories – those who are not registered sex offenders or who have served prison sentences of 12 months or over for sexual or violent offences. The data may also reflect an increased awareness by Duty to Cooperate agencies about MAPPA and a tendency to bring cases into the MAPPA that before would have remained “in house”.

f) Protecting Vulnerable Children and Adults

Special attention is paid to protecting those who are unable, for whatever reasons, to protect themselves adequately from abuse. Children and vulnerable adults (including some elderly people) are sometimes targeted for abuse by offenders. In West Mercia there is a close involvement in the MAPPA from child and adult protection services and mental health. They attend meetings as required at Level 2 and as standing members at the Level 3 Panel. The knowledge they bring to public protection work gives insight into the situation of victims and potential victims. This enables those responsible for public protection to know much more about who may be at risk and what might be done to help protect them. The involvement extends into helping plan and deliver safeguards for potential future victims.

g) Victim Liaison work

An additional important contribution is made to much of the West Mercia work on Public Protection by Probation Victim Liaison Officers (VLOs). Where the victims of sexual and violent offences wish to have contact, VLOs supply a link between those dealing with the offender and those who have been offended against. The information VLOs are able to contribute helps those managing the case to decide on appropriate licence conditions for those to be released from prison. Such conditions might include prohibitions on direct contact with named individuals, or exclusions from specified areas. There is also an important contribution in making the Panel aware of the effects of the offence(s) on the victims.

VLO Contribution

Victim Liaison Officers (VLOs) work with victims of serious violent and sexual crime where the perpetrator is given a prison sentence of 12 months or more. It is our responsibility to provide victims with information about the offender in their case. Such information includes explaining about the possible release month and any other information about key stages that the offender will be required to complete up to the end of their period in custody or on licence. One such key stage may include consideration by the MAPPA.

The West Mercia VLO's regularly attend MAPPA meetings with a very clear goal in mind. It is essential that victim's circumstances, concerns and views are taken into consideration when risk management strategies are devised. Attendance at MAPPA meetings is a powerful tool for the VLO to bring to the discussion the issues that really matter to the person who has been most affected by the offender's actions.

Victims have commented that they find it reassuring to know that their concerns and fears are being heard by the various agencies dealing with criminal justice. Sometimes, for instance just before the offender is released, the victim's anxiety increases. It is useful for VLO work to both address victim's fears and advise the MAPPA with up-to-date and accurate information.

SECTION 5

MAPPA
Annual Reports
Statistical Information

Required for the reporting period 1st APRIL 2006 - 31st MARCH 2007

1. Category 1 MAPPA offenders: Registered Sex Offenders (RSO)

i) The number of RSOs living in your Area on 31st March 2007.

655

ia) The number of RSOs per 100'000 head of population. (This figure will be calculated centrally by NPD).

57

ii) The number of sex offenders having a registration requirement who were either cautioned or convicted for breaches of the requirement, between 1st April 2006 and 31st March 2007.

38

iii) The number of (a) Sexual Offences Prevention Orders (SOPOs) applied for (b) interim SOPOs granted and (c) full SOPOs imposed by the courts in your Area between 1st April 2006 and 31st March 2007.

a)	15
b)	2
c)	24

iv) The number of (a) Notification Orders applied for (b) interim Notification Orders granted and (c) full Notification Orders imposed by the courts in your Area between 1st April 2006 and 31st March 2007.

a)	2
b)	1
c)	1

v) The number of Foreign Travel Orders (a) applied for and (b) imposed by the courts in your Area between 1st April 2006 and 31st March 2007.

a)	0
b)	0

2. Category 2 MAPPA offenders: Violent offenders and Other Sexual offenders (V&OS)

vi) The number of violent and other sexual offenders (as defined by Section 327 (3), (4) and (5) of the Criminal Justice Act (2003)) living in your Area between 1st April 2006 and 31st March 2007.

324

3. Category 3 MAPPA offenders: Other Offenders (OthO)

vii) The number of 'other offenders' (as defined by Section 325 (2)(b) of the Criminal Justice Act (2003)) between 1st April 2006 and 31st March 2007.

70

4. Offenders managed through Level 3 (MAPP) & Level 2 (local inter-agency management)

(viii) Identify how many MAPPA offenders in each of the three Categories (i.e. (1)- RSOs, (2)- V&O and (3)- OthO above) have been managed through the MAPP (level 3) and through local inter-agency risk management (level 2) between 1st April 2006 and 31st March 2007.

	Level 3	Level 2
RSO	34	41
V&O	24	33
OthO	13	57

The number of Registered Sex Offenders living in each of the West Mercia BCUs at 31st March '07 was as follows:

South Worcs	193
North Worcs	142
Hereford	106
Telford	99
Shropshire	109
Cases held at Police HQ	6

SECTION 6

Strategic Management Board (SMB)

The Strategic Management Board (SMB) is made up of senior management representatives of the key Criminal Justice Agencies, two lay advisors and those partner organisations who have an active role in the safe management of high risk offenders, such as health and social services. In an area as complex as West Mercia, maintaining a truly representative SMB is particularly problematic as whilst it is a single, discreet criminal justice area, within West Mercia there are seven primary care trusts, four social services departments and complex arrangements in respect of education, housing, employment and other agencies from whom we seek co-operation.

One of the primary tasks of the SMB is to ensure that effective MAPP arrangements are in place. Having, we believe, established robust mechanisms and procedures in the course of the last 4 years, we have in place a clear business plan for the future designed to support our future development. The SMB is fully committed to the safe management of high risk offenders in the community. We will continue to work both collectively and within our individual agencies, to promote, strengthen and give direction and resources to our operational colleagues who deal with cases on a day-to-day basis and who deserve the full support of their organisation in demanding and difficult roles.

Jill Hawes and Pete Clark are the West Mercia MAPPA Coordinators, employed by the Strategic Management Board to coordinate MAPPA work in the area. They report to the Strategic Management Board and ensure that significant issues are brought to the attention of the Responsible Authority for public protection. They chair MAPPA Level 2 and 3 meetings, and also provide briefings to various organisations about MAPPA work.

Police

Simon Chesterman is an Assistant Chief Constable with West Mercia Constabulary. He has direct responsibility for the Specialist Operations portfolio within the force which covers Operations, Operational Support, Criminal Investigation Department, Forensic Services and Diversity. He has specific ACPO responsibilities and sits on the National Gang Masters Licensing Authority Group and is also Chair of the Regional ACCs Protective Services Group. With direct responsibility for Protective Services within the force, Simon took over as Chair of the SMB from ACC Peter Wright in May this year.

Prisons

Lorraine Mosson-Jones is the Area Risk Manager for HM Prison Service in the West Midlands. The West Midlands Prisons Area covers West Mercia, Staffordshire, West Midlands and Warwickshire. Lorraine sits on the MAPPa Strategic Management Board for all those four areas. Her role within the area is to lead on MAPPa and the broader public protection agenda, Offender Management, OASys (the Offender Assessment System shared by Probation and Prisons), and work with Prolific and other Priority Offenders. Lorraine works with prisons to support them in delivering public protection and works closely with partner agencies to support communication and improve links between prisons and those other agencies.

Probation

It is the primary responsibility of Probation to manage the supervision of offenders in the community and to work closely with prisons in relation to the continuous management of high risk and prolific and priority offenders both in custody and the community. Probation is involved in detailed assessments of offenders, the provision of information to courts to assist sentencing decisions and the provision of supervision and other relevant interventions designed to both manage risk to the public and to support rehabilitation into the community, thus reducing re-offending.

Youth Offending Service

Youth Offending Services across West Mercia assess young people that appear before the Courts and manage those Court sentences. In relation to MAPPa, the few young people that pose a serious or significant risk to individuals or the wider public are subject to multi-agency planning through MAPPa. Senior Managers from both Youth Offending Services sit on the MAPPa Strategic Management Board ensuring an understanding of youth crime, young people and effective interventions with this group and their parents.

Children's Services Representatives

Each of the West Mercia children's services authorities are represented on the MAPPa SMB. This provides an important link between matters of child protection and public protection and also ensures that the work of the safeguarding children boards and that of the MAPPa SMB is complementary.

SECTION 6

Strategic
Management
Board (SMB)

REVIEW OF WEST MERCIA BUSINESS PLAN 2006/07

A Strategic Objectives	Progress against objective
1. MAPPA to be included in strategic plans of all lead agencies	No formal audit of inclusion in agency plans has taken place, although a commitment to this objective was made by all members of the SMB and will be carried forward into the new plan for 2007/08.
2. Scope and review co-ordinator role	Done as part of a wider review of MAPPA resourcing resulting in a new funding model agreed Jan 07 and an increase in MAPPA resources to support Level 2 and 3 meetings from April 2007.
3. National guidance document to be circulated to all agencies and implementation reviewed	Documents circulated as required. Audit of level 2 cases in Autumn 2006 to review implementation, resulting in structural changes in 2007/08. NB – National Guidance delayed.
4. Three year plan in place from June 2006	Initial plan was for 12 months only, but format redesigned and made into a rolling plan for continuous development from April 2007.
5. SMB Business plan to be distributed to LCJB and safeguarding boards and four local authorities	
6. Determine funding level for sustainability of MAPPA	Completed – see 2 above.
B. Monitoring and Evaluation Objectives	
1. Analysis of risk management thresholds at level 2 and 3 and of MAPPA offenders committing SFOs	Info collated as part of required data for annual report. Also thresholds looked at in audit process.
2. Monitoring of:- attendance at level 2 and 3 performance standards for level 2 procedure and process review diversity profile of offenders at level 2 and 3	Attendance data provided to SMB and performance standards monitoring, including compliance with procedures and processes, completed on a self assessment basis via meeting chair. Returns subsequently matched against audience in level 2 audit. Diversity info not yet routinely available.

3. Use of case reviews for level 2 and 3 offenders as appropriate. One case review conducted during the year on behalf of SMB. No other cases identified as meriting further formal review.

C. Communication and Partnership Objectives

1. Develop awareness of MAPPA across all agencies Continuous as part of training provision by co-ordinator to all agencies.
2. Public confidence enhanced via awareness raising and publication of annual report In light of other issues in the media it was not seen as appropriate to actively promote the annual report. Engagement with the media to be considered in 2007/08.

D. Training Objectives

1. Maximise opportunities for shared training Events run by co-ordinator all multi agency. Plans for further joint training in 2007/08.
2. Enhance understanding of MAPPA process by lay advisors Lay advisors given extensive induction and attended a number of meetings as observers, reporting back on quality of meetings to the SMB.
3. MAPPA co-ordinator and key staff to remain up-to-date on good practice issues. Co-ordinator attending national conference also key staff from responsible agencies at Regional conference. Co-ordinator involved in providing feedback on national guidance and actively raises practice issues with the National Public Protection Unit. Co-ordinator also undertook specific education on work with sex offenders to develop his knowledge and understanding.
4. National good practice disseminated to all relevant staff. See above. Also key case reviews from the Inspectorate disseminated to all agencies via the SMB and key areas for improvement identified in the Home Office inspection of 'Putting Risk of Harm in Context' used as a basis for the 2007/08 Business Plan.

SECTION 7

Contacts

West Mercia Police

Simon Chesterman - Assistant Chief Constable

West Mercia Constabulary HQ
Hindlip Hall
PO Box 55
Worcester
WR3 8SP

Telephone: 08457 444888
Email: simon.chesterman@westmercia.pnn.police.uk

Sean Paley - Detective Chief Inspector

West Mercia Constabulary HQ
Hindlip Hall
PO Box 55
Worcester
WR3 8SP

Telephone: 08457 444888
Email: sean.paley@westmercia.pnn.police.uk

West Mercia Probation Area

Julie Masters - Assistant Chief Probation Officer

West Mercia Probation Area
Stourbank House
90 Mill Street
Kidderminster
DY11 6XA

Telephone: 01562 748375
Email: Julie.masters@west-mercia.probation.gsi.gov.uk

Prisons

Lorraine Mosson-Jones

West Midlands Regional (Prisons) Office
PO Box 458
HMP Shrewsbury
The Dana
Shrewsbury
SY1 2WB

Telephone: 01743 284560
Email: Lorraine.mosson-jones@hmps.gsi.gov.uk

MAPPA Co-ordinators

Jill Hawes

Stourbank House
90 Mill Street
Kidderminster
DY11 6XA

Email: Jill.hawes@west-mercia.probation.gsi.gov.uk

Peter Clark

Stourbank House
90 Mill Street
Kidderminster
DY11 6XA

Telephone: 01562 748375

Mobile: 07973 753006

Email: Pete.clark@west-mercia.probation.gsi.gov.uk

MAPPA Administrators

Sonia Meyrick

Email: Sonia.Meyrick@west-mercia.probation.gsi.gov.uk

Telephone: 01562 748375

Tania-Maria Wall

Email: Tania.Wall@west-mercia.probation.gsi.gov.uk

Telephone: 01562 748375

SECTION 7

Contacts

ANNEX A

SMB Business Plan
Overview

OVERVIEW

The members of the West Mercia Strategic Management Board (SMB) are committed to overseeing effective multi-agency public protection arrangements (MAPPA) in order to minimise the risk to the public from those offenders in our community who are believed to pose the highest risk of harm.

In order to best achieve this outcome we need to have in place a plan designed to:

- i. Maximise the effectiveness of multi-agency working and communication.
- ii. Make best use of available resources.
- iii. Respond to the diverse needs of victims, the wider community and management of the offender.

In the last 4 years considerable progress has been made in the area in developing the multi-agency public protection arrangements and securing the resources to support them. In the coming year, supported by our Business Plan below, our priority is to consolidate those arrangements, building on what we believe to be best practise and creating a consistency and clarity of approach which enables us to demonstrate the systems we have in place are sound, robust and reliable and that we can evidence their effectiveness in terms of best managing risk of harm from that minority of the highest risk offenders in our community.

The following plan will be reviewed on a regular basis and amended in order to ensure that the plan remains live and relevant to the business of the SMB.

SMB Business Plan
Strategic Development

STRATEGIC DEVELOPMENT

		Review
1	i. Area for Development Establish an independently managed MAPPA unit, utilising increased resources provided, to be co-located within the central police public protection unit.	
	ii. Purpose of Development/Required Outcome To develop a consistency of approach supporting best practise and best use of agency resources across MAPPA level 2 and 3. Contributing to effective communication through co-location with the police multi-discipline unit whilst maintaining a clear focus upon the priorities of the SMB. Ensuring access to training advice and consultation for all agencies thus helping MAPPA to become more clearly understood and embedded in the practise of all relevant partners.	
	iii. Responsible Agencies All SMB agencies. Probation/Police lead. MAPPA Unit Staff.	
	iv. Timescale Appointments to MAPPA unit by May 07. Co-location at police HQ by September 07.	
	v. Evidence of Achievement a. Staff in place and unit operating. b. Evidence from individual agencies at SMB of increased awareness and understanding of MAPPA by relevant staff. c. Audit report February 08 to demonstrate consistency and quality of practise.	

SMB Business Plan
Strategic Development

		Review
2.		
i. Area for Development	Police to increase and provide more consistent resourcing across the 5 BCU's.	
ii. Purpose of Development/Required Outcome	To support police units in their ability to deliver against the required standards and to contribute effectively to the multi-agency management of risk.	
iii. Responsible Agencies	Police	
iv. Timescale	New resources in place by September 07.	
v. Evidence of Achievement	New staff in place. Police able to demonstrate improvements and greater consistency in practise e.g. home visits, quality of risk assessments, contribution/attendance at MAPPA level 2 & 3 meetings.	

SMB Business Plan
Strategic Development

		Review
3.i.	Area for Development Mechanisms to be put in place to secure the regular involvement of prison staff in MAPPA by their inclusion in all relevant meetings and for their role to become clearer, better established and more pro-active within the context of offender management.	
ii.	Required Outcome Prisons to become more fully engaged in local MAPPA, better supporting effective risk assessment, sentence planning and management of offenders from custody to the community in line with the national agenda for end to end offender management.	
iii.	Responsible Agencies Prison Lead and Offender Supervisors. Probation Lead and Offender Managers. MAPPA Unit.	
iv.	Timescale March 08.	
v.	Evidence of Achievement MAPPA audit showing contributions and outcomes. Regional review of end to end Offender Management implementation.	

SMB Business Plan
Strategic Development

		Review
4.		
i. Area for Development	Greater use to be made of victim impact statements to support the work of MAPPA.	
ii. Required Outcome	To develop in all agencies victim awareness and contributing more fully to thorough risk assessment and risk management.	
iii. Responsible Agencies	Police. MAPPA Unit.	
iv. Timescale	Arrangement in place by November 08.	
v. Monitoring	Police able to evidence through data increased provision of victim impact statements in all relevant cases.	

SMB Business Plan
Strategic Development

		Review
5.i.	<p>Area for Development</p> <p>All SMB agencies to have reference to MAPPA and their contribution to it, within their own agency business plans and each LSCB plan.</p>	
ii.	<p>Required Outcome</p> <p>To demonstrate individual agency and senior management commitment to MAPPA, supporting its becoming more clearly established and understood within the culture of each organisation and highlighting the links with safeguarding and promoting the welfare of children.</p>	
iii.	<p>Responsible Agencies</p> <p>All SMB members.</p>	
iv.	<p>Timescale</p> <p>For inclusion in 07/08 business plans.</p>	
v.	<p>Evidence of Achievement</p> <p>Review of individual agency plans.</p>	

SMB Business Plan
Strategic Development

		Review
6.		
i. Areas for Development	All agencies to provide the appropriate level of representation at MAPPA level 2 and 3 meetings.	
ii. Required Outcome	To support effective decision making, control of resources and ensuring contribution by all relevant agencies to discussion and management plans, regardless of their direct involvement in specific cases.	
iii. Responsible Agencies	All SMB members. MAPPA unit staff.	
iv. Timescale	From April 07.	
v. Evidence of Achievement	Monitoring of attendance by MAPPA unit provided to SMB.	

SMB Business Plan
Communications

COMMUNICATIONS

		Review
1.		
i. Area for Development	Agencies to ensure risk issues are comprehensively shared with prisons.	
ii. Required Outcome	Offenders more appropriately managed and sentence planning in place from the commencement of any custodial period, including remands in custody and recalls, to better support risk management and the end to end offender management model.	
iii. Responsible Agencies	Probation, Police, Prisons.	
iv. Timescale	From April 07.	
v. Evidence of Achievement	Regional review of implementation of end to end on model - phase 2 for sentenced prisoners and feedback from prisons and via MAPPA audit for remand prisoners.	

SMB Business Plan
Communications

		Review
2.i. Area for Development	Police BCUs, Probation risk managers and other agency leads to develop more consistent links and lines of communication.	
ii. Required Outcome	To better support early identification and liaison over relevant high risk cases with on going communication in recognition of the dynamic nature of risk and need for regular review in order to support effective management in the community.	
iii. Responsible Agencies	Police – BCU PPU Staff Probation – Risk Managers YOS – Local Risk/MAPPA Lead Children & Families – Team Risk/MAPPA Lead Other SMB Leads MAPPA Unit Staff	
iv. Timescale	By December 07	
v. Monitoring/Evaluation	Clearly defined arrangements in place and identified within local MAPPA guidance.	

SMB Business Plan
Communications

		Review
3.		
i. Area for Development	Develop a shared multi-agency approach in response to the media.	
ii. Required Outcome	To develop shared ownership and awareness across the SMB of media issues as they arise with a united approach in response, thus promoting to the media and the public the shared multi-agency approach to management of offenders posing a high risk of harm in the community.	
iii. Responsible Agencies	All SMB members. Police to lead.	
iv. Timescale	An agreed approach in place and approved by the SMB, by December 07.	
v. Monitoring/Evaluation	Notes of SMB meeting confirming agreement to identified approach to the processing of data subject requests to individual agencies, whose files include MAPPA notes.	

SMB Business Plan
Communications

		Review
4.i.	<p>Area for Development</p> <p>Have in place an agreed approach to the processing of data subject requests to individual agencies, whose files include MAPPA notes.</p>	
ii.	<p>Required Outcome</p> <p>To have in place effective controls for the management of information owned by the SMB and with the potential to cause harm if shared inappropriately.</p>	
iii.	<p>Responsible Agencies</p> <p>Probation lead to draft proposals. SMB to agree. SMB Chair to oversee their operation.</p>	
iv.	<p>Timescale</p> <p>By February 08.</p>	
v.	<p>Evidence of Achievement</p> <p>MAPPA Audit. Feedback from MAPPA unit staff regarding evidence from meetings/training events. Individual agency review of MAPPA implementation.</p>	

SMB Business Plan
Training

TRAINING

		Review
1.		
i. Area for Development	Provision of formal training on chairing for MAPPA Co-ordinators and minute taking for admin staff.	
ii. Required Outcome	To better support MAPPA Co-ordinators in their role and to enable them to develop a consistent approach.	
iii. Responsible Agencies	Probation/Police.	
iv. Timescale	By December 07.	
v. Monitoring/Evaluation	Evidence of course attendance and discussion recorded in supervision notes.	

SMB Business Plan
Training

		Review
2.		
i. Area for Development	Creation of a MAPPA induction pack for new SMB members and other lead agency staff.	
ii. Required Outcome	Prompt engagement of key staff in all agencies in MAPPA work, promoting its relevance, structure, processes, aims and purposes.	
iii. Responsible Agencies	MAPPA unit staff. Lay advisors – lead for SMB.	
iv. Timescale	By February 08.	
v. Evidence of Achievement	Production of completed pack to SMB.	

SMB Business Plan
Training

		Review
3.		
i. Area for Development	Provision of at least 2 multi-agency training events during the year.	
ii. Required Outcome	To further promote multi-agency working via shared learning and to develop the knowledge and understanding of operational staff in all agencies in relation to risk, its identification, assessment and management.	
iii. Responsible Agencies	Prison lead. MAPPA unit staff. SMB members.	
iv. Timescale	2 events by end March 08.	
v. Evidence of Achievement	Training event invitation/agendas provided to all agencies.	

SMB Business Plan
Training

		Review
4.		
i. Area for Development	Provision of Thornton 2000 Training to all relevant police and probation staff.	
ii. Required Outcome	To ensure police staff applying a consistent approach to risk assessment in all BCU's and supporting a shared understanding of risk levels across lead agencies.	
iii. Responsible Agencies	Police.	
iv. Timescale	By December 07.	
v. Evidence of Achievement	Evidence of attendance provided via police data.	

SMB Business Plan
Training

		Review
5.i. Area for Development	To continue to promote the work of MAPPA, related processes - procedures to operational staff in all relevant agencies, including developing awareness and understanding of key linkages between MAPPA and their agency e.g. MAPPA-safeguarding boards, MAPPA and housing priorities.	
ii. Required Outcome	Staff in all agencies to have a clear understanding of their role and responsibilities in relation to MAPPA, confidence in carrying them through and recognition of its relevance to the work of their own organisation.	
iii. Responsible Agencies	All SMB agencies. Co-ordinator staff.	
iv. Timescale	By December 2008 – provision of schedule of training to all SMB agencies via MAPPA co-ordinators direct to operational staff and training agenda/programmes.	
v. Evidence of Achievement	Undertake an audit of staff engagement with MAPPA across all agencies	

SMB Business Plan
Monitoring & Evaluation

MONITORING & EVALUATION

		Review
1.		
i. Area for Development	Clear arrangements for the collection, collation and reporting of relevant MAPPA data in all agencies.	
ii. Required Outcome	To support better monitoring and oversight of MAPPA level 2 and 3 within each agency and by the MAPPA unit on behalf of the SMB. To ensure all required data is readily accessible for the annual report and for the provision of statistical returns to the centre. To enable the SMB to demonstrate it has proper oversight and control of MAPPA and to support it in its management of the work and ability to identify the demand upon both central and individual agency resources	
iii. Responsible Agencies	MAPPA Unit staff. SMB members/individual agency leads.	
iv. Timescale	Systems in place from August 07 with data back dated to April 07.	
v. Evidence of Achievement	MAPPA Co-ordinators able to confirm more timely access to data for annual report. Return to centre complete and timely. Content of co-ordinator reports to SMB.	

SMB Business Plan
Monitoring & Evaluation

		Review
2.		
i. Area for Development	Audit of MAPPA work.	
ii. Required Outcome	<p>To evidence if the SMB can demonstrate:</p> <ul style="list-style-type: none"> a. Consistency of approach for level 2 & 3 cases. b. Compliance with agreed standards. c. Effective engagement of all relevant agencies shared understanding of MAPPA terminology and process across agencies. d. Relevance of referrals and robust systems to evidence agencies are referring all relevant cases. e. Proper oversight of MAPPA by relevant agencies and responsiveness to the requirements of the SMB. 	
iii. Responsible Agencies	<p>MAPPA unit staff. SMB members – lay advisors to lead.</p>	
iv. Timescale	February 08.	
v. Evidence of Achievement	Report of audit findings to next available SMB.	

SMB Business Plan
Monitoring & Evaluation

		Review
3.i.	Area for Development MAPPA SMB to have in place a clear reporting mechanism for all relevant data, including those specific to individual agencies e.g. home visits on HR offenders by police/probation and on a relevant geographical basis where possible e.g. police, BCU, LSCB area.	
ii.	Required Outcome To ensure SMB is regularly reviewing all relevant data SMB to have a consistent approach to what constitutes relevant data with regular review of needs as priorities, expectation and demands vary and that other agencies and bodies are aware of and able to take account of this in their future planning.	
iii.	Responsible Agencies All SMB members – lay advisors lead. MAPPA unit staff.	
iv.	Timescale Clear proposal put forward and data provided by September 08 for inclusion in all subsequent SMB meetings.	
v.	Evidence of Achievement Notes of meetings and data reports.	

SMB Business Plan
Monitoring & Evaluation

		Review
4.		
i. Area for Development	Police and probation to develop joint performance meetings.	
ii. Required Outcome	In recognition of the close joint working and shared priorities between police and probation, to review individual agency targets and standards and achievement against them, at least bi-annually, to better support co-operative working, shared understanding and best use of resources.	
iii. Responsible Agencies	Police & Probation Senior leads.	
iv. Timescale	From September 07.	
v. Evidence of Achievement	Notes of action points arising from meetings.	

