

Next steps for the devolution of criminal justice - service transformation, new partnerships and meeting local needs 21st March 2017

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About this Publication

This publication reflects proceedings at the Westminster Legal Policy Forum Keynote Seminar: Next steps for the devolution of criminal justice - service transformation, new partnerships and meeting local needs held on 21st March 2017. The views expressed in the articles are those of the named authors, not those of the Forum or the sponsors, apart from their own articles.

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Westminster Legal Policy Forum

UK Headquarters
4 Bracknell Beeches
Old Bracknell Lane West
Bracknell
Berkshire RG12 7BW

T: 01344 864796
F: 01344 420121
publications@westminsterforumprojects.co.uk

Directors

Peter van Gelder
Chris Whitehouse

**Westminster Legal Policy Forum Keynote Seminar:
Next steps for the devolution of criminal justice -
service transformation, new partnerships and meeting local needs**

Timing: Morning, Tuesday, 21st March 2017

Venue: Renaissance Marriott, Blackfriars Street, Manchester M3 2EQ



**WESTMINSTER
LEGAL POLICY
FORUM**

- 8.30 - 9.00 Registration and coffee
- 9.00 - 9.05 **Session Chair's opening remarks**
Liz Saville Roberts MP, Plaid Cymru Shadow Spokesperson for Home Affairs
- 9.05 - 9.25 **The localisation of criminal justice policy - context and emerging priorities**
Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University
Questions and comments from the floor
- 9.25 - 9.55 **Effective local justice and reducing offending - opportunities presented by devolution**
Tony Lloyd, Interim Mayor and Police and Crime Commissioner, Greater Manchester
Questions and comments from the floor
- 9.55 - 10.15 **Assessing the case for wider CJS devolution**
Claire Dhami, Lead, Offending, Criminal Justice and the Devolution of Justice, West Midlands Combined Authority
Questions and comments from the floor
- 10.15 - 11.05 **Criminal justice and the community: ensuring devolution meets local needs**
Jason Mansell, Director, Offender Learning and Skills Service, Milton Keynes College
Ellen Miller, Victim Services Director, Victim Support
Councillor Stan Shreeve, Chairman, Safer and Stronger Communities Scrutiny Panel and Councillor for the Humberston and New Waltham Ward, North East Lincolnshire Council
Rob England, Operations Manager, Health Lead, Gloucestershire Youth Support Team
Questions and comments from the floor
- 11.05 - 11.10 **Session Chair's closing remarks**
Liz Saville Roberts MP, Plaid Cymru Shadow Spokesperson for Home Affairs
- 11.10 - 11.40 Coffee
- 11.40 - 11.45 **Session Chair's opening remarks**
Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University
- 11.45 - 12.05 **'Breaking barriers to criminal justice transformation - opportunities and risks for devolution'**
Dr Jon Bashford, Senior Partner, Community Innovations Enterprise and Co-Author,
Doing it justice: Breaking barriers to criminal justice transformation
Questions and comments from the floor
- 12.05 - 12.55 **Delivering a joined up approach - opportunities for service transformation and new partnerships**
- Regional court services - efficiency and access*
Sheena Jowett, Deputy Chairman, Magistrates' Association
- Localising youth justice service provision - opportunities presented by the Taylor Review*
Lesley Tregear, Youth Justice Service Manager, Warwickshire County Council and Chair,
Association of Youth Offending Team Managers
- New approaches to community supervision and rehabilitation*
Ian Lawrence, General Secretary, Napo
- The role of policing in a devolved CJS landscape*
Dafydd Llywelyn, Police and Crime Commissioner, Dyfed-Powys
- Questions and comments from the floor
- 12.55 - 13.00 **Session Chair's and Westminster Legal Policy Forum closing remarks**
Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University
Marc Gammon, Associate Editor, Westminster Legal Policy Forum

Westminster Legal Policy Forum opening remarks

Marc Gammon, Associate Editor

Okay, ladies and gentlemen welcome, could I have your attention please, thank you very much.

I'm Marc Gammon, Associate Editor of the Westminster Legal Policy Forum and it's a real pleasure to see you all here this morning.

I just have a few business announcements to make before we get underway.

Firstly, we are still waiting for a few colleagues to arrive, so if you could help them pass through the aisles when they do so, that would be really appreciated, and secondly if you could also make sure that your mobile phones are turned to mute, that would be brilliant.

Finally, as is the case with all of our seminars, everything that is said in the room this morning will be recorded and later transcribed to produce our post-event transcript, so if you do have a question or comment to make during one of our Q&A sessions, if you could kindly raise your hand and wait for one of our roving microphones to reach you, that would be really appreciated, and if you could say your name and the organisation that you're representing, just for the benefit of others in the room.

So really that's all from me at this stage, it should be an excellent morning ahead, so without further ado I will hand over to our first half Chair, Liz Saville Roberts MP. Thank you.

Session Chair's opening remarks

Liz Saville Roberts MP, Plaid Cymru Shadow Spokesperson for Home Affairs

lawn bore da, good morning.

Delighted to see so many people here today, just a quick name check to another, I think there's probably only two Members of Plaid Cymru in the room, but Dafydd Llywelyn who will be speaking later on, PCC for Dyfed-Powys is here and I really would like to thank you very much for coming here today so that we can discuss how to make a more effective and efficient justice system for everyone involved, through bringing justice decisions closer to the people they affect and tackling re-offending.

And as a Member of Parliament, Member of Parliament for Dwyfor Meirionnydd in North West Wales I very much "enjoy", with speech marks round it, the rough and tumble of politics, but I'm also aware, because I used to be a professional person in a previous life that this can undermine the sensible reasons and evidence based policymaking which should be guiding development and distribution of our laws and law making abilities, and I hope today with the raft of experts who will be speaking from the front, and also in the audience, that we can engage in a thought provoking debate about the future of the criminal justice system and how the principles of devolution relate to it.

Now I'm sure it will not surprise you that devolution in the context of Wales and particularly the transfer of powers from Westminster to Cardiff is my day-to-day focus, if you like, and mostly what I will talk about in the little time that I have. But with the exception of devolved Tribunals, justice in Wales remains almost entirely the responsibility of the UK Government, and I'm sure perhaps that many or some of you will have seen the relentless debate on criminal justice matters during the passage of the Wales Bill, now Act, last year. And in the end, in relation to the Wales Bill, this boiled down to three key issues: the possibility for Wales to create a separate or distinct legal jurisdiction from England; the devolution of policing; and the devolution of the youth justice system.

Now unfortunately, as I would say being a Member of Plaid Cymru, the Westminster Government refused to relent on any of these issues, although we of course presented many amendments to such purpose and while insisting that the new Wales Act proffers a reserved powers model for Wales, which sounds pretty good in all honesty, the reality is that our legislature, the National Assembly of Wales, is still without jurisdiction and I think you will appreciate the anomaly in that situation.

Some of the arguments made were undoubtedly specific to Wales, like the principle of fairness with other devolved nations or specific historical misnomers in legislation, but many of the underlying principles and motivations behind greater devolution of the criminal justice system were, and remain universal.

In many respects these are not difficult concepts to grasp, each locality has its own unique challenges to face in relation to crime, by devolving powers over policing and criminal justice administrations, be they devolved legislatures or local authorities, will be able to focus on tackling the issues which most greatly affect their communities.

In turn this will not only create a better system, but could even drive efficiencies as resources become more appropriately assigned, and as an aside, of course, many of you are totally aware that the Prisons and Courts Bill had its second reading yesterday, I hope to be on the Bill Committee. One of the things that interested me particularly is the potential of technology, technology on the one hand can be cynically approached or looked at or criticised as being the means of driving efficiencies only, but I think there is also a real possibility for technology to improve justice and that we need to be brave in investigating, experimenting, pioneering and then embracing that.

And, of course, I'm sure it's no coincidence that we are in Manchester, one of the first areas of England to gain devolved authority over some aspects of the justice system that we are here today, and I very much welcome the PCC for Greater Manchester, Tony Lloyd, and the Interim Mayor of course.

Now from Courts to prisons, to youth justice and victims, the GMCA in Greater Manchester are going to benefit from a raft of new powers to help shape the local justice system, and as I said I look forward to Tony Lloyd's contributions in relation to the opportunities presented by devolution and to reduce offending. But first up, and without delay, would you please welcome Professor Chris Fox, Director, Policy Evaluation and Research Unit at Manchester Metropolitan University who is going to talk about localisation of criminal justice policy.

The localisation of criminal justice policy - context and emerging priorities

Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University

Thanks very much.

So, I think my job here is to try and set some context and to ask a few questions which hopefully, later participants will be able to answer.

So without further ado, a little bit of context to start with, I'm not going to spend too much time on this, because I think people here are all pretty familiar with a lot of the context we're dealing with, so we know that we have a situation where we have to do more for less. We know that prison numbers have risen sharply over recent years although of course, they've been pretty much static now for the last five or six years.

I guess maybe a bit of context that some people may be less familiar with is this issue of the fall in CJS population, we have obviously have a CJS population that is declining overall at the moment. Prison numbers may remain very high, but the actual overall population has been in a slow decline now for a number of years, including first time entrants falling. So what that means is, and we only have a limited amount of information on this I think at the moment, but what that means is that we essentially, have a slightly smaller but more complex population in the criminal justice system that we need to think about how we work with, and how we deliver services to. And I think that's an emerging picture still and one that probably merits further research over the coming years.

Another useful bit of context is just to think back about the sort of direction of reform over the last few years. And in a paper we wrote a couple of years ago we tried to pick out some of the consistencies and inconsistencies in that journey of reform since around 2010.

So we've seen some moves that are very much around heading towards devolution and localism in various forms, police crime commissioners, justice reinvestment pilots, one of which of course happened here in Greater Manchester. The introduction of reformed prisons, but on the other hand, we've seen some trends that maybe are counter to devolution and localism. So within the transforming rehabilitation world and I'm sure people here are very familiar with that, the creation of community rehabilitation companies, larger geographical areas than the old probation trust commission nationally not locally with ownership concentrated amongst a relatively small number of organisations and of course, our National Probation Service. So some interesting trends over the last few years some that push us maybe towards more localism, more devolution, some that maybe take us away from it in some ways.

So what are the opportunities that justice devolution presents? Well, clearly there's potential here to have more integrated services, more focus on local commissioning of local services and local provision. These are just a few of the heads of the Greater Manchester justice devolution deal, which I'm sure Tony is going to talk about more in a while, but there is clearly within these heads of terms some opportunities for much more locally integrated innovative focused provision.

What are some of the challenges? Well, I'm going to try and pick up on about four specific challenges that I see, but I'm also going to just talk a bit briefly first about devolution in general. So, I mean if you look at the House of Lords, the Committee on the Constitution and their big review of devolution deals in general that took place last year, they identify a number of challenges.

Complexity is clearly one.

The asymmetry across the country as devolution deals follow different geographies, overlap with each other and leave gaps in provision between areas potentially.

Plus, the pace of change.

All concerns for the House of Lords committee, I think their biggest concern though on my reading of their report, was that the biggest concern was about community engagement and accountability, and the way in which devolution deals do or don't engage local communities, local constituencies. And that seemed to be the area where the House of Lords committee had the most concerns talking about devolution deals in general, not specifically about justice devolution.

So, four particular challenges maybe that justice devolution presents.

First one, I think is around complexity, following on very much from what the House of Lords said. An example of that in Greater Manchester I think will be the relationship between the various parties, including the CRC. One of the elements of the devolution deal gives Greater Manchester more say in the management of the local CRCs contract, already a fairly complex contract. How is that going to work? How are those different roles going to play out?

I've already mentioned the idea of asymmetry as well. We have examples of that locally with a justice devolution deal that focuses on Greater Manchester, but obviously a CRC that covers Cheshire with Greater Manchester, so there are asymmetries there and complexities that as time goes on, and as justice devolution deals extend and become more prevalent, there are going to be some real complexities there.

Second issue I wanted to pick up on was the danger of managerialism, obviously, it's early days for justice devolution, so these are looking ahead and thinking about potential issues. The team that I run did quite a lot of work a few years ago looking at justice reinvestment, which I think most people in this room will be very familiar with, a model that originated in the US with the million dollar blocks and the idea of reinvesting in local communities where most prisoners came from, has been used extensively in the US, has been trialled a number of times in the UK, including in Greater Manchester.

In the book we wrote on this, we identified that justice reinvestment as an idea very much started off focusing on social justice, on local communities, on reinvesting into communities, on early intervention. But we saw a trend as justice reinvestment rolled out around the US, and we felt in some of the pilots in the UK, to move towards a much more inward-looking managerial approach to justice reinvestment, much more focused on efficiency within the criminal justice system, rather than looking outside the criminal justice system, rather than thinking about neighbourhoods and individuals and the complexity of their problems, and drawing agencies in. There was a tendency to narrow down and focus on the system and efficiency, and improvement within the system. So that seems to be one potential challenge justice devolution poses, the risk that managerialism and sort of narrow technocratic solutions are developed, rather than maybe a broader look at social justice.

Another challenge then maybe around community engagement, so there's clearly scope within justice devolution deals that are being developed at the moment here in Greater Manchester and elsewhere, for community engagement at different levels. So a positive interpretation would be that justice devolution allows for various forms of emerging localism, for new opportunities around multi-agency working, for potential for new innovations that draw in agencies not currently involved in justice.

I guess the negative interpretation though, is that potentially justice devolution delivers a form of localism, but without much local community engagement, so for the academics in the room, that might take us back to Garland's idea of responsibilisation. And certainly in justice reinvestment and how justice reinvestment develops a concept, there were plenty of examples of this, a more recent book on justice reinvestment by Brown and colleagues, highlights this risk that justice reinvestment becomes a new form of responsibilisation, a new form of focusing on and providing more surveillance in particular communities without necessarily actually engaging those communities.

Final potential challenge is around how we interpret the what works agenda. Obviously, we know that the evidence base for what works in crime reduction in reducing reoffending is patchy, we rely quite heavily on US studies a lot of the time when we're trying to think about what works. Certainly, within the justice

reinvestment movement there has been a tendency for justice reinvestment to be interpreted very much in terms of the risk needs responsivity model of offender management, the dominant model I guess in the UK at the moment and certainly in countries like the US and Canada. So that focus on identifying and managing criminogenic risk of individuals and focusing very much on then delivering cognitive behavioural type interventions to address those criminogenic deficits.

The risk I guess is that we might with justice devolution go down the same kind of path and if we do so, I think the risk there is that we lose sight of the neighbourhoods that people come from, the structural issues that lead people into crime and that perpetuate reoffending. And the risk is that again, we move into a sort of a rather limiting form of justice reform, rather than a more expansive reform that focuses more on delivering social justice.

So those I think would be four challenges that I would identify.

I was asked to be very brief, so just to conclude, justice devolution has lots of potential, it can be a positive disruptor, we have a system that still remains fairly siloed, that still has a lot of complexity in it; justice devolution has the potential to be a positive disruptor to allow us to elaborate on new ways of dealing with complex problems, whether they're the problems of particular neighbourhoods, or the problems of individuals with complex needs. And it allows for lots of potential for more focus on early intervention and that's one area where we do have a strong evidence base, early intervention we know is an effective way to reduce reoffending if we can generate the political capital to make those long terms decisions.

The challenges though are very much I think around the complexity of justice devolution, whether it's managing complex contracts within quasi markets that we've developed, or whether it's the complexity of geography. How we engage communities, to what extent communities of course want to be engaged in the detail of justice is a question, but how do we engage communities and the risk that we end up with justice devolution deals that are maybe more inward-looking and managerial, rather than outward-looking with a focus on social justice.

Those I would see as some of the key challenges and hopefully, they're challenges we can talk a bit more about as we go through this morning.

Professor Chris Fox's PowerPoint presentation can be downloaded from the following link:

http://www.westminsterforumprojects.co.uk/forums/slides/Chris_Fox_Criminal_Justice.pdf

The localisation of criminal justice policy - context and emerging priorities

Questions and comments from the floor

- Liz Saville Roberts MP: Thank you, Chris. Now we move onto questions and answers, there are a few minutes for any questions for Professor Fox and there is a microphone to come round. Yes, here in the front, please.
- Scott Cowap: I'm a Magistrate here in Manchester [Transcript gap] Court and the Chairman of the Problem Solving Court in Manchester.
And I wonder Professor Fox whether or not you specifically focused on the Problem Solving Courts and the pilots that are around [Transcript gap]?
- Professor Chris Fox: It's not a piece of work that I'm personally involved with, although the people in my unit are actually doing some evaluation around the Problem Solving Courts at the moment. I would see those as a really good example of an innovative approach to justice, a localising model that brings in a range of different agencies into dealing with the needs of particular offenders. So yes, I think that is a great example of what's possible now that hopefully becomes an easier proposition under justice devolution. I mean other models that we're very interested in at the moment would include models around personalisation, we're doing a lot of work with some of the CRCs around models of personalising offender management that draws on social care and experience of things like personal budgets and personal plans, and trying to sort of use some of those ideas to rethink how we work with offenders. So I think there are lots of possibilities that justice devolution opens up, certainly yes.
- Liz Saville Roberts MP: Thank you very much. Any other questions? If you could say who you are as well, please.
- David Raho: Probation Journal.
You know you mentioned there under complexity, that devolution might offer the opportunity for greater influence over CRCs. Can you say a little bit more about that, I know we've got other speakers.
- Professor Chris Fox: Maybe the next speakers are both better placed to do that than I am. I mean, obviously, that's not necessarily going to be a feature of every devolution deal I just highlighted it because it's in the Greater Manchester devolution deal. I mean I think that's going to be a very interesting challenge because as I said, it's already quite a complex contract, it has elements of payment by results in it. We know that the CRCs are to some extent still bedding in, that they're still finding their feet. So to start to influence those contracts at this relatively early point in their seven to ten-year life cycle seem to me quite a challenge. I know that there is already a lot of collaborative working in Greater Manchester between the CRC, the NPS, the police and other players, so I know that there is already collaboration. I guess the contractual element though is going to be an interesting one. But as I say, probably the next speaker is better able to answer that question than I am I think.
- David Raho: Thank you.

- Liz Saville Roberts MP: And there is also an internal enquiry with the Ministry of Justice into CRCs as well as we speak.
- Professor Chris Fox: Yes, absolutely.
- Liz Saville Roberts MP: Yes, so it's, yes, Dafydd.
- Dafydd Llywelyn: I'm the PCC of Dyfed Powys Police.
You mentioned earlier in relation to some of the evidence from a What Works point of view and reliance on evidence drawn from the US in particular, how can we improve that, do you have an opinion on what [Transcript gap] about what works and evidence-based policing element?
- Professor Chris Fox: Yes, absolutely. I mean the What Works crime reduction toolkit that the police and college have developed on the website I think is really useful and obviously that's one of a number of What Works Centres that are being developed at the moment, so those are an important part of developing the evidence-based landscape, pulling together the available evidence that we have, reviewing it, systematically giving people a clear assessment of first of all, what we know, but also how confident we are about the evidence that underpins what we know and that's really important. Ultimately, I think in the UK we're going to have to commission and deliver more research around UK interventions in UK context. And in the sort of 15, 20 years I've been working in this field my sense is that we're actually not necessarily going in the right direction there in the sense that obviously through the sort of the various types of devolution and changes that have happened in the system, there is probably less I think research being commissioned nationally now around reductions in reoffending, particularly those big complex trials that you might need, whether they're randomised control trials or similar, those big trials, I think there are less of those probably happening in the UK now than there maybe were ten, fifteen years ago. I wouldn't like to put an absolute figure on it, but I know there are some going on, but I don't think there are that many, so we're still quite reliant on US evidence quite a lot of the time when it comes to wanting to get those big impact studies, those randomised control trials, or similar designs that give us a really clear idea of what works and I think that is an issue going forward. And the extent to which local areas are able to commission the level of evidence that we need, given the volume of evidence we probably need, I think that is a challenge for local areas. Greater Manchester again is a big area of local Government it does do quite a lot of work in this area through the new economy, through the PCC's office, I know there are commissions going on, we're involved in some of them, the research is going on, but I think it is a challenge.
- Liz Saville Roberts MP: Lovely. Thank you very much, Professor Fox. I think we better draw it to a close now, but thank you very much.
- And I very much now look forward to hearing what Mr Tony Lloyd has to say for us. Tony Lloyd of course is the PCC for Greater Manchester and the Interim Mayor. Thank you very much.

Effective local justice and reducing offending - opportunities presented by devolution

Tony Lloyd, Interim Mayor and Police and Crime Commissioner, Greater Manchester

Thanks very much Liz, and I suppose that must once have been my own ancestral language. bore da to you and Dafydd as well.

Let me begin by saying this, there's so much that could be covered in a session like this that we can't possibly pick up everything, although perhaps in questions later on, some of the issues that you've already... have already emerged, but I think Chris has given, Chris Fox has given a very good setting, if you like, to some of the conversation.

I want to start first of all with a disclaimer, I think austerity is both economically stupid and in practice is doing massive damage to the capacity of our public services to deliver the criminal justice system, and if you like what criminal justice is there to provide, and that is a challenge that needs to be taken up on a politically consistent basis. I say that because if I say what we want our criminal justice system to do, and I'm talking about the whole system, the total system, and we will come to what that is perhaps in a moment, clearly what the public expects is to live in safe communities. Well, safe communities, obviously something to do with preventing crime, solving crime and dealing with those who are the perpetrators, it's about keeping the vulnerable safe in our communities, those are fairly straightforward objectives.

I think an awful lot of this begins with localism, it's got to be locally defined, locally delivered and the most important part of all, the services that we operate around that concept of localism, and - if you start with policing, whether in the end we want to combat organised crime, terrorism, if you like the big picture things or if it's about stopping the local bicycle thief - that concept of our policing being part of our community is absolutely fundamental, and it becomes more difficult to deliver that in a period when we see, not simply the word austerity, we've seen the slashing of budgets and where we had 8,000 police officers 7 years ago we've now got something like 6,000, so 75% of the capacity that was once there, set against challenges that I think are probably unrecognised, the challenge, for example, of historic sexual abuse and the impact that has on the pressures on the demand for policing, pressures of things like cybercrime of all types, cyber fraud but use through the internet of things, like the capacity for online bullying, online sexual abuse, and all challenges that we have got to move forward on. So put that in that context and against austerity, you know, point number one.

I do though want to say this, that is almost axiomatic to my belief of how we deliver in this world, we've got to have devolution but it's not devolution to Greater Manchester, it's too big but it has to come through Greater Manchester.

I want to describe first of all how badly things have been done in the past. Take something like domestic abuse, probably the biggest source of violence in our society, and domestic abuse historically has normally been a revolving door where the same people, the same couples, often the same family units, come in and out of the system because we've not known how to get down and deal with the issue, not seen it as being the kind of criminality that has normally triggered a massive response, although it is a very, very serious issue in our society, it's the harbinger of a culture of violence etc., but not dealt with well historically.

Things like mental health, mental illness where we know that the historic pattern of people who were picked up with mental health problems was to pop them in police custody, and that led to all manner of tragedies, people taking their own lives, people whose mental health certainly was not helped by that kind of approach. Or slightly better in more recent times, when I first took on the PCC role, a couple of police officers described how they had spent the whole of one night looking after somebody with mental health problems because they had nowhere to deliver that person.

If we take issues like women who get involved in our criminal justice system, very often sentences are quite short, sentence in our prisons, where the issues that cause them into criminal behaviour are rarely dealt with, not because of lack of will in our prison system. - I've got to say, there's some great people who work in our prisons - but the lack of capacity for people who serve very short prison sentences, the 3 month, 6 month prison sentence that is the most common type of sentence that could involve women offenders, failure to deal with the situations there and, of course, the knock on consequences quite often of women who would lose the capacity to look after their own family, they would lose the tenancy of the home, children taken into care, all of the consequences that are socially absolutely disastrous.

And I could go on about the different things that we get wrong. I suppose the other one I will mention is over the years the people working in our prison system and here with us today, how many times have politicians talked to them about 'through the gate'? And I remember a young man saying to me he'd become a habitual criminal, he'd at last broken his own habit. He said to me he'd spent more days in prison since the age of 14, or in some custodial institution from the age of 14 to roughly 30, than he had spent out. And he said, 'you know doing prison was not a problem, it's easy if you do it'. He said, 'when I came out I just had three choices, I could go straight, I could go to the pub, or I could go and meet my dealer'. He said, 'I rarely took the first one because that didn't seem particularly attractive' and of course, he was then back in the revolving door because there was no through the gate, it was a myth to even describe things in those terms.

What can we begin to do? Well I think the first thing we've got to begin to do is recognise that we've got to get central Government that's historically has been preoccupied with central Government targets off the back of localism. Now I do want things from central Government because until we have fiscal devolution for Greater Manchester - an ambition I'm sure Liz, that you share for Wales, until we have that kind of fiscal devolution we will be dependent on central Government as funder of many of the things that we do, with today's local resource we cannot cope there. We want central Government sometimes to co-design with us but very often we want central Government to get off the back of what localism can deliver.

I take Chris's stricture that if simply we translate from the incompetence of siloed central Government where the Department of Health doesn't talk to the Department of Justice, who certainly doesn't talk to the Home Office because they don't like each other, having had a common parent etc. In that siloed central Government, if simply we replace that with siloed regional government then we don't move the problem forward. But what we can have is at the Greater Manchester level with proper devolution, the capacity to use both the hard power that we have in some areas and the soft power that we obtain elsewhere to begin to design across the whole system.

Now this is management speak but nevertheless it's the kind of thing we've got to do, we've got to examine what is the whole system we are trying to work with, and to take the example of women offenders, some of the things we've begun to do here is a recognition that if we are sentencing women to very short prison sentences, if they don't generally have the impact we want on offending behaviour we've got to do something better, and what we've begun to do better is to give an alternative both to the Courts and also to our police and the alternative is to say this, why do the bulk of women end up with the kind of offending behaviour that leads them into the short prison sentences, and the answers are very straightforward, everybody in this room knows these better than I do. Very often it's a combination of drug or alcohol abuse, very often its issues around mental health, sometimes it's a combination of those and/or capacity issues around the simple management of daily life, the capacity to manage debt within the family, and that does lead to the persistent shop lifter, it does lead to people not paying things like their TV licenses which bizarrely still leads ultimately to a custodial sentence if we don't have the problems solving Court that can make a difference.

But what we can do instead, we can surround women offenders, not with a soft Guardian reading approach to the world, but quite a tough approach that says, not a custodial sentence but we want you to address the issues that have led you into offending behaviour, so we will address and we will work with you on those mental health issues, we will work with you on the substance abuse, drug, alcohol abuse, we will work with you on issues around management of your problem lifestyle and it's beginning to make a difference, and we believe that the women's centres we've set up around Greater Manchester are a success.

It's not a magic wand and I never want to pretend to anybody that we've invented a magic wand approach, because it's not, it's about the evidence based hard-nosed view of what can make a difference and what we are seeing, and it's still fairly early days to have the kind of longitudinal study that an academic would want, we will need at least three generations before we can draw any real conclusions, but if we want to do something and say is it working? Yes. What we know bizarrely for Greater Manchester, I'm normally used to accepting when we compare with the other big conurbations we're normally somewhere at the worse end of most statistics, with women offenders, through the women's centres, not only are women at the moment reoffending at a lower rate than the cohort across Greater Manchester, it means that across Greater Manchester as a whole we are now seeing our figures for reoffending by women better than those in comparable inner urban areas. So that's, I think, a success, and it's because we are dealing with the whole system.

And again let me pick up Chris's point, and with the women offenders we are localising, but again I do accept the challenge whether people like me just like to have nice shiny organisations so we can show the good aluminium tubing on the outside for all the world to see?

One of the things we've begun to invest money in, and I've put police budget money into creating a series of local approaches, and probably one of the most developed ones is in a place called Platt Bridge in Wigan, I want to tell you a small story to illustrate the approach.

In Platt Bridge - Platt Bridge is a fairly typical 1950s historically local authority estate - we've got the complex, range of issues, very strong family units, some very dysfunctional family units etc. etc. you would expect, but in that area we've co-located all of the local delivery agencies and it is the whole range, I'm not going to run through the whole lot, but health is in there, police are in there, probation is in there, the local authority's children's services, adult services, you name it, all in there working together and there's a case study which I think is just interesting to illustrate the point, of a young boy who was picked up, I will use that term, for stealing a quad bike, and this young boy, as the police officer who was charged with this said, had he dealt with him a year previously he would have gone through some criminal justice sanction, not serious enough to take to Court at the age he was, but certainly something that would have put him on the road to having that confrontation with our criminal justice system that gave him the advantage of being able to say, it's I'll carry on doing this kind of stuff.

But instead what they said is, 'look, what do we know about this young man, what do we know about his family', and what they knew quite quickly is this young man had begun to be a persistent truant from school, he wasn't fitting in well at school, his behaviour was disruptive, he wasn't liked by class mates and so on. And the mother was somebody whose mental health issues were enormous and deteriorating, she had not got into proper mental health treatment, she couldn't manage the family, the kids generally were running wild and her partner had disappeared, whether on the back of that or not, I'm not sure, but anyway had disappeared.

So what the effort was, was to say look what do we need to do, we need to solve the family problems in totality and not just to deal with stealing a quad bike.

So they got the mother into proper mental health treatment which they should have done anyway, but being able to push the issue with the local soft power that that localism, that cluster of localism gives, the mother was put into appropriate treatment. She began to respond, began to be able to take some kind of responsibility for the children. They worked with the children themselves to reintegrate them into the school environment.

Now I don't want to say to you this child is now the Professor of Criminology at Manchester University, he's not, but he may be in the future, this is still fairly recent, but what the point about this is - it's obvious, isn't it - that that's the way we should be dealing with people within the community.

So I want central Government off our back, I want at the strategic level, the Greater Manchester Combined Authority to be able to design with the public agencies that we can bring together a different way of viewing that total system so we can be transformatory. And let me give you an example of that. You know, when I

first took over the PCC role, I had four mental health trusts, it's been slightly re-engineered since then as the health service always is, they had never sat down in the same room until I got them to come and sit and talk about how we dealt with mental health. And as a result of that we began to pioneer a situation where the example I gave before of police officers sitting up all night with somebody with mental health issues no longer applies. We've got a protocol where, for the most part, the police officer dealing with somebody whose issues are essentially mental health, even if the behaviour is borderline challenging, those officers can now pick up a telephone, they can get the kind of advice, either bring that person in, or in one case a police officer said to me, they said, you take no risk if you take that person to his mum who will be able to look after him over night, so the police don't have to worry about taking risk and that transforms the way they see the world, and you've got somebody who is in a system that's better for them.

But in the end it is about empowering the local approach, because unless we're surrounding the individuals who are vulnerable in our society, those individuals who would cause damage in our society with that very local service provision, we miss the big ambition of all this and I think there are enough examples to say this kind of approach is so obvious.

I know... I've been told I'm rapidly running out of time, I just want to say a couple of other things if I may.

I recently met, along with others, all our prison governors, they're up for the concept of devolution from central Government to them as prison governors, as long as it's on the right terms for them. I look forward to that, because if we can begin... I don't want to take over the running of prisons, that's not where devolution gives us an advantage, what I want is the capacity to work with people at the local level, have the same strategic ambition, so the young man who came out of prison saying he had three choices, one of which he never took, instead will be in an education provision inside the walls which is continuous with what he gets outside, that he's in a health service for his mental health problems, his drug addiction, his alcohol problems, whatever it might be, that is consistent one side of those prison walls and the other, because in that way, that revolving door that we create for offenders - most people come out of prison - that revolving door maybe we can stop in its tracks and begin to transform people's lives, and every time we take somebody out of their being a persistent criminal, we take people out of being victims.

I've not even talked about the victim journey and that's for another occasion.

Liz Saville-Roberts MP: Thank you very much indeed Tony.

Effective local justice and reducing offending - opportunities presented by devolution

Questions and comments from the floor

Liz Saville Roberts MP:

I'm sure there are a number of questions. If I may just start because I have one, because I can, I'm here if you like, you mentioned the co-location of the agencies and how important it is for them to talk to each other. How then can you, in an era of austerity, also make sure that you've got consistency of funding so that there's actually... they literally can work together and that can continue over more than one financial year?

Tony Lloyd:

Look let me absolutely blunt, that's when I said before about austerity, if I hadn't run out of time I would have gone on to make exactly that point, what are the challenges to what I've just described? Well to do what I've talked about you need to have a little bit of slack within the system to both resource, whether it's financial research or elsewhere, to get upstream to begin to do the redesign, to deploy the resources in that way that allows things like co-location to begin whilst still managing the spinning plates that are all around us everywhere else.

The problem with that is you're as good, in a sense, as the weaker links in that system, that you're building those partnerships, even I persuade the nine governments to run policing properly and they don't, I'm also dependant on the funding of the nine health services, mental health services, the nine children's services, adult social services whatever it may be to give the capacity to deliver at that level. So there is a real challenge round the funding equation. The benefit we've got I suppose is that most of the partners who control those funds are now prepared to operate at the Greater Manchester strategic level and for the most part to underpin those issues.

The one thing, somebody asked the question before about probation, actually we've got a fairly good relationship I think with the CRC here in Greater Manchester but I've got to say this, I as time unwinds if the financial pressures on the CRC continue, can I guarantee that over the lifetime of the contract. At the moment, it's good they work with us, but financial pressures all around can transform all that and actually instead of having the problem-solving, the nine intelligent design, that I hope I've described, everybody will have the blue lights on, will be dealing with crises all over the place and we will actually fail to solve problems we will deal with symptoms.

Liz Saville Roberts MP:

Thank you, thank you. Any questions now please?

Lynn Kelly:

From Partners of Prisoners or POPs as some people might know us. You talked about the co-location of statutory services and you've also talked about the pressures of budgets, Professor Fox talked about engaging communities, so where do you see, or do you see, the role of the third sector in supporting all of that because third sector organisations traditionally have a reputation of being needs led and therefore engaging communities but also having access to bringing other funds, that potentially statutory provision can't attract.

Tony Lloyd:

Yes well I mean look, I can give you lots of examples where I hope I can actually say not only do I want to answer your question in a positive way, that there is a role, but that we're doing something about it. You know, the women's centres I talked about before are all delivered actually through third sector partners...

Inaudible from the floor

Tony Lloyd:

Yes exactly, and we couldn't deliver actually, we couldn't run those services credibly unless we had got people who have trust and confidence within the community. And we are just about to relaunch a new victim services and I didn't really get the chance to say very much about victim services, but the victims journey historically has been pretty outrageous, at most levels the victim are treated as being a residual of the criminal justice system rather than as being a human being who ought to be at least protected within that process and we all know the terrible stories. So what we want to do is try to work through the victim's journey. Again, if I said to the victim, look we've asked the police to do it or the Court service or whatever, and victims would say, oh thanks very much, it's kind, but I'm off. We are going to work with a third sector partner and simply because of a contractual reason I can't tell you who that is today but it's coming soon because we've got to have the... if you look at things like drug and alcohol treatment, some of those are dealt with through statutory services obviously, and some again, some of the services within the third sector dealing with issues around domestic abuse, again third sector approaches. So I can think of a huge range of areas where it isn't a sort of optional bolt on extra, it's not a nice little cuddly thing on the end where we say we love you enormously, actually the VCS is fundamental to the capacity to deliver robust and comprehensive services. The right answer by the way, but it's the right question.

Liz Saville Roberts MP:

Any other comments or questions? No, okay, well thank you very much, thank you very much Tony.

Okay I would like to welcome to the podium Claire Dhami to talk about assessing the case for wider criminal justice system devolution. Claire is Lead, Offending, Criminal Justice and Devolution of Justice West Midlands Combined Authority.

Assessing the case for wider CJS devolution

Claire Dhami, Lead, Offending, Criminal Justice and the Devolution of Justice, West Midlands Combined Authority

Okay, thank you very much for the introduction.

Yes, that's been my job title for the last five days, so very new in place, please be gentle with me.

I'm going to talk to you a little bit about how we're approaching criminal justice devolution in the wider context of the Combined Authority in the West Midlands. So the West Midlands has taken the form of a combined authority, which encompasses seven constituent local authority areas, five local authority areas as non-constituent members, three LEPs, and a handful of further local authorities who are waiting for non-constituent status. Both the Office of the Police and Crime Commissioner and the Fire Service in the West Midlands are observer organisations and are key partners moving forwards for us

In the West Midlands we've got a population of around four million people, 90% of those both live and work within the West Midlands. On 17th November in 2015 our first devolution deal was agreed with Whitehall and that's a unique shared commitment to the future of the West Midlands. We believe that the West Midlands should be viewed as a huge field lab where innovations can be carefully tested and integral within our devolution agreement, is public service reform.

So that's a very busy slide and it just talks a little bit about how public service reform in the West Midlands is set up. Within the West Midlands our commitment is to co-design and implement approaches to improving the life chances of troubled individuals, and in doing so reduce their cost to the public service. Public service reform, or PSR programme aims to transform the lives of people in the West Midlands and we've got four initial work streams covering areas of important social outcomes where further improvements are likely to require greater collaboration between partners. They're people with multiple and complex needs, employment and skills, health and well-being, and criminal justice. There are strong links between each of the PSR themes, for example we know that 60% of employment support allowance claims relate to mental health issues. The overarching principles of reform in the West Midlands are a focus on prevention, cost effectiveness and empowerment.

Although today we're talking about criminal justice devolution, I thought it was important just to talk very briefly about the public service reform agenda around multiple and complex needs, so many of you will recognise this Venn diagram from a study undertaken by the Lankelly Chase Foundation into severe and multiple disadvantage in 2011. In the West Midlands we've redefined that as people with multiple and complex needs, or MCN and they are those who have two or more critical needs relating to homelessness, offending and substance misuse. Our best estimate of the size of the West Midlands cohort is that there are almost 18,000 people with two or more of these needs and of these, around 7,000 have mental health issues.

We want to better develop a holistic and comprehensive understanding of the characteristics of people with multiple and complex needs in the region. We'll be looking at the different stages of multiple and complex needs, for example early years, advanced childhood experiences, and established multiple and complex need. Our learning from this will impact upon our criminal justice public service reform work stream.

In the West Midlands we've got a really good understanding of what current activity costs, and it costs a lot. There are a number of facts and figures on the screen if you can see it from where you are. We know that the West Midlands achieves the best overall reoffending rates in England with recent local investment of 17 million in offender management, which has already prevented 33 million in criminal justice costs by reducing reoffending. So we've already got a really strong commitment across our partnerships to better understand the fiscal and policy benefits to criminal justice devolution. We're committed to the vision that criminal justice devolution will enable us to prevent crime and reduce reoffending by giving us the tools and incentives to invest upstream rather than managing the cost of failure.

Building on our initial devolution agreement for Government and the combined authority to work together to address offending, our focus is now on repeat offending and those with particular vulnerabilities, initially that focus is going to be on young people and women adult offenders. We've considered our programme against the national policy agenda so work to reduce youth offending has been highly successful over recent years. And the recent review on youth justice undertaken by Charlie Taylor, which I know Leslie is going to talk to you about later, found that since 2006 the number of children in custody has declined by 64% to its lowest recorded level. However, of those almost two-thirds reoffend within a year of release.

The West Midlands criminal justice system last year dealt with 1,500 young people outside of the Courts, we initiated 628 referral orders and sentenced 206 children to custody. Young people who are now offending are typically highly complex, highly vulnerable with a history of adverse childhood experiences. Around 40% of children in young offenders' institutes have not been to school since they were 14. Nearly nine out of ten have been excluded from school at some point. Many are looked after children with high levels of special educational needs or disabilities. Many have speech and language difficulties and basic literacy and numeracy issues.

We are developing a coherent and integrated approach to prevent reoffending by these young people and integral within that is early intervention, including through schools and for looked after children. We're looking at new alternatives to custody, particularly around therapeutic approaches and community resolutions where appropriate, and improving resettlement into the community, for some young people with pure maturation this may be beyond the age of 18.

The first pillar of our approach is early intervention.

The second pillar of our approach is developing new alternatives to custody. We are working with a collaboration of local schools in Birmingham to develop this pilot approach, which we're currently evaluating. We're keen to further understand early help and preventative services across the West Midlands, which we aim to map out in the forthcoming weeks. There may be opportunities to devolve accountability and responsibility for some or all of these services which relate to criminogenic needs and addressing adverse childhood experiences.

We know that women sentenced to prison have usually committed non-violent offences. This figure is around 82%, and 58% of those have a sentence of less than six months. We know that they often commit crime as a result of experiencing trauma and abuse. Outcomes for women offenders and their 17,200 children nationally are poor, they're often poorly prepared for release, fewer than 10% enter employment compared with over 26% of male prisoners on release.

Locally, West Midlands data shows that women reoffend more often than men and almost half, reoffend within a year of leaving prison. We're piloting and evaluating a new approach to diverting them from prison and future offending through more rehabilitative and therapeutic community-based services where emotional health and well-being support is integral. Initially, we seek to engage 300 women in Birmingham and Sandwell over the next 12 months.

Our proposals around women offenders are directly in line with the Government policy for this group and we'll explore possibilities such as Problem Solving Courts, increased use of mental health treatment orders, and joined up commissioning of women's community services, and we seek to learn from the Greater Manchester partnership.

We're working closely with all of our partners, including the CRCs to improve support for women sentenced to short term custody and this includes, ensuring women can find suitable accommodation immediately on release.

We're currently developing the research agenda required to support the delivery of the combined authority's ambitions for growth and reform, we know that we need to learn quickly what works and why, and we will work with our partners in higher education to create a hotbed of innovation in public service reform. Critical

to the criminal justice work stream is understanding local people, so that we can learn how to transform social and economic outcomes for this group.

Our priority research questions are concerning offender pathways, relevant services and interventions, and perceptions.

In terms of offender pathways, we need to understand areas where regional working can add most value together with the front profile and pathways for young and women offenders.

With regards to services and interventions, we need to understand current levels of service provision and outcomes. We need to understand the managerial incentives and resource position of the different agencies in the criminal justice system, the mesh with wider children's services, sentencing trends, and the evidence base for potential interventions.

And concerning perceptions, we need to understand the experiences of women and young offenders. We see the opportunities around services and interventions in three key stages.

The first being to stem the flow into the criminal justice system through early intervention and prevention. We're keen to understand the impact of early help services on youth offending and we will seek to deescalate and decriminalise children where appropriate. We want to think more about how older children at risk are adequately safeguarded and understand their experiences and vulnerabilities.

The second being bringing offenders to justice in rehabilitation. We've developed a project to test services for young adult offenders in assessing their neuro maturation versus their chronological age and adapting services accordingly. We believe there's real scope for innovation here to consider problem solving courts, panels which address need rather than presenting behaviour, and a greater focus on health and therapeutic interventions linked to employment and skills opportunities.

Our final focus is on breaking the cycle of offending through ensuring effective resettlement services.

Whilst our initial focus in the West Midlands is on youth justice and female offenders, we are keen to embrace the opportunities for the wider criminal justice devolution. We want to think more about exploring devolution of early intervention by placing statutory obligations on the combined authority to secure appropriate provision for local early help services to ensure that the support for children who are excluded from school, persistently truanting, using alcohol or drugs, or have parents or siblings convicted of a crime.

We're interested in the accountability of the Crown Prosecution Service, as we move to a more locally devolved model in the West Midlands it doesn't make sense that the CPS are accountable centrally with no influence or accountability at a local level, and we want to think more about this relationship.

We're interested in co-investing with Court-based services and court-based pilots of approaches like Problem Solving Courts, and pre-sentence restorative justice.

A longer term consideration may be for us to consider reconfiguring child protection services, for example by ensuring colocation of local child abuse teams with children's social care.

In the West Midlands we are committed to criminal justice devolution, but not for the sake of devolution, we believe that there are a number of benefits that we can gain by working closer together without devolution.

Thank you.

Claire Dhami's PowerPoint presentation can be downloaded from the following link:

http://www.westminsterforumprojects.co.uk/forums/slides/Claire_Dhami_Criminal_Justice.pdf

Assessing the case for wider CJS devolution

Questions and comments from the floor

- Liz Saville Roberts MP: Thank you. For five days in post you've given us a very comprehensive view.
- Claire Dhami: Thank you.
- Liz Saville Roberts MP: Thank you, thank you very much. Any comments or questions? So a different area, obviously, different regional area.
- Scott Cowap: Magistrates Association, and local Chairman of the Problem-Solving Court here in Manchester and Salford.
I'm sorry I don't mean to hog the Forum but you mentioned problem-solving, and it's absolutely at the top of my agenda and my colleagues' agendas and the important thing that I think everyone here should understand is that the pilot here in Manchester and Salford focuses on women offenders specifically, for exactly the same reasons that you've just identified, and it's actually really exciting, we've been doing it for getting on 3 years here in Manchester and the successes that we've been seeing, we've heard... it's the first time I have heard Tony Lloyd actually mention problem-solving and to think that he's aware of our efforts is really rewarding. But when we are actually in the Review Court, actually speaking with women offenders who are going through community orders, they were at serious risk of custody, of course, that's why they've become in the Court, the simple fact is that it is succeeding, we are putting them in touch with all the agencies that no doubt are represented here today, and charities as well, and these are agencies that they've never been in contact with before and it really is a success and I would encourage everyone here in this room to take that thought away with them. Thanks very much, I'm sorry...
- Liz Saville Roberts MP: No, no thanks very much.
- Lesley Ward: I work for Pact.
We work with offenders and families. Just to say that I know you said you're new to your job, I was working in the West Midlands a couple of years ago with the Barrow Cadbury Trust and [Transcript gap] and there's a lot of really good research and guides to working with young offenders being written by Barrow Cadbury Trust, by the [Transcript gap] and that's all on their website. So it was just to share that with everybody really, good relations in work like you're talking about.
- Claire Dhami: Yes, that helpful thank you. We have made the link with Barrow Cadbury Trust and they're very interested in investing in some projects moving forward with us, thank you.
- Liz Saville Roberts MP: Thank you. Anybody else now.
One thing that struck me as interesting because Professor Fox mentioned that, if I remember correctly Chris, you were concerned about the research not possibly having the critical mass or the critical overview in the future or perhaps not even sufficient research being commissioned undergone and you also mentioned specific areas that

you felt locally, that's in the sense of identifying good practice, disseminating good practice, and also testing things out and experimenting, but this is going to be a challenge isn't it, I mean obviously there is a potential to look at small scale specific responses, but then how do we get the good practice out there and the research at the proper level of research?

Claire Dhami:

In the West Midlands we've got a really good partnership with further education, higher education establishments, my colleague actually leads on research so he may be better placed to answer this question, but we have a very comprehensive research strategy and a very clear approach to our research questions and how we want to evaluate the projects that we do, we're very keen to pick up on areas of innovation in those small localised pockets and then undertake an academic evaluation of those projects where we can to share best practice and knowledge. So, for example, in youth justice, we know the youth justice system isn't broken, quite the opposite, we know that it's presented a number of significant achievements over the years, in the West Midlands we don't feel that the system is sustainable so we do need to look at it slightly differently, but we don't yet have a vision of what that model is going to be, so we are going to be testing a number of different approaches, a number of different ideas and learning from regional, national, international research where that's available as well.

Liz Saville Roberts MP:

Yes, just because you raised it earlier on Professor Fox, is there anything about that local broader...

Professor Chris Fox:

My slight concern is that if you look at the What Works centres they set quite high thresholds for the quality of evidence that they will recognise as giving us a good evidence base, so essentially they look for randomised control trials and similar kind of very rigorous research designs and although there is quite a lot of research going on around the piece I guess the challenge is, are we producing the kind of research that will in future years actually be part of the evidence base that those What Work centres recognise, and I think the challenge is, we've invested in the What Works centres, but are we also investing in the empirical research studies that would then feed those research centres in future years and this isn't just about the Crime Reduction What Works centre, it's all six What Works centres that cover these areas, several of which are impacting directly on crime, set similar thresholds. So that's I think is the challenge, and I think as you decentralise that it sometimes gets a more difficult task to organise.

Liz Saville Roberts MP:

Would your colleague like to say anything about projects...

Claire Dhami:

I don't know.

Liz Saville Roberts MP:

Yes.

Jason Lowther:

Well just very briefly, I mean I think you're right, I think the alternative side of that is that at a local level you can think about what your research agenda is and I think one of the things that we

are particularly inclined to do is to make that cumulative, so it isn't just a case of there's an interesting project there and it's assessed and actually there's a lot of pressure to say that it's succeeded because we want more money, there's another one over there and that's completely separate, but rather having... developing a kind of a theory of change, so this is how we think that women offenders can be... have reduced reoffending and then trying to make our research contribute in a cumulative way to answering that question. So I think you're right, there won't be many randomised control trials, because I've done four in Birmingham, and it's very difficult, but there will be some really strong case control trials and there will be really strong kind of before and after comparisons with different control groups. So we will get a quality of research which maybe isn't the absolute What Works centre gold standard, but it will be strong enough to make the decisions, which is what we are basically trying to get to.

Liz Saville Roberts MP:

Right, thank you very much, thank you. Any other comments or questions? Lovely, thank you very much Claire, thank you.

Right we will move on to the panel of speakers now, so if I could invite Jason Mansell, Ellen Miller, Councillor Stan Shreeve and Rob England to the front please.

Right Jason, if I could ask you please if you could go to the podium first of all. Jason is the Director of Offender Learning and Skills Service at Milton Keynes College.

Criminal justice and the community: ensuring devolution meets local needs

Jason Mansell, Director, Offender Learning and Skills Service, Milton Keynes College

Hello everyone.

In addition to the plans to devolve the Government's criminal justice to the Great Manchester combined authority in 2016, the Government also published plans to devolve greater autonomy to prison governors to locally commission services to meet local need.

The move from centralised NOMS control to localised decision making started in May 2016, when the Government announced a trial to giving significantly greater authority to new executive governors in 6 reform prisons.

Then in November 2016, the Government published the Prison Safety and Reform White Paper, this made the case for a empowered an accountable governors who could take local commissioning and planning decisions to make prisons safe and places of reform.

So what does this mean for education in prisons?

The novation of the Offender Learning Contracts from the SFA to NOMS in October 2016 has provided governors with greater flexibilities to commission education services that meet the needs that they have identified within their establishments.

Although the shape of future prison education contracts is yet to be defined, it's clear that the service would be locally commissioned with a focus on developing maths and English skills and a clear link between learning and employment. The key is real employers, working with prisoners, supporting them into real work and vocational training linked to employer's needs.

Local commissioners will need to understand their geography, they will need to understand existing partners and potential partners and have a clear plan to reduce re-offending, reduce the prison population and re-engage offenders with their community.

In April 2017, the number of reform prisons will double as additional prisons will join existing reform prisons, to create new prison groups, in the East Midlands, the North East and the South East. At the same time it is expected that increased empowerment will be rolled out across the entire estate and the MOJ will start moving to a similar group structure.

The development of this prison group structure, linked to community rehabilitation company CPAs, provides the opportunity to develop a local rehabilitation trust model; to support seamless offender journey, from custody into the community. However, for these local rehabilitation trusts to be effective, they must incentivise and encourage employers, local learning providers and the right community partners to support offenders effective reintegration with their communities.

However, a greater challenge for commissioners is to ensure that a community owns its offender population and recognises that these men and women will return to their community once their sentence is complete. This is a philosophy that is at odds with the current 'out of sight, out of mind' mentality.

Ultimately, providers of prison education need to think differently, it's no longer about purely providing learning. Instead, we need to focus on providing a broader package of services and creating locally designed pathways for offenders. Reducing re-offending is complex, not least because the underlying social drivers do not sit in neat compartments. Many factors need to be addressed to support resettlement. These include

employment; accommodation; mental health; substance misuse; family and social relationships; and importantly offenders having a broader sense of hope and a motivation to change.

Today I will share a couple of examples of how Milton Keynes College is working differently to develop clear employment pathways. We've taken the local and regional approach to curriculum development and offender progression through the gate, working with governors locally, to develop solutions that meet local need.

We've developed a range of employment academies in partnership with employers, prisons and wider stakeholders. We work with each employer to determine their needs and then develop a bespoke programme to support offenders' progression into work placements, guaranteed interviews, work experience and employment. So, working closely with each employer in custody and through the gate, our offender learning, employer engagement team is successfully placing offenders into employment.

Since August 2015, we've worked with 14 different employment academy employers in 17 prisons and have placed 186 offenders into real and sustainable employment. So going back to Tony Lloyd's comments earlier, this is 186 men and women whose lives we've changed; it is 186 men and women where we've stopped that revolving door.

Milton Keynes College is also currently working with the executive teams at two reform prisons to innovate. Two Examples include,

The development of a timber-framed housing project with prisoners trained in both production in the prison industrial academy but also the assembly of these timber-framed houses on a purpose built construction site. The longer-term aspiration is to refurbish elements of the Cat D estate; provide affordable homes to local communities; and a skilled labour force to erect these buildings in the community.

A second example is the development of a co-operative, owned by education staff and prisoners successfully completing a horticultural programme. The vision is that this innovative programme will enable former and serving prisoners to create their own employment and provide resettlement support to each other, in partnership with the prison, the college and resettlement staff.

Now, when viewed against the current prison population of 85,500 and a headline re-offending rate for adult offenders released from custody of 45%, these examples are relatively small. However, these and other initiatives are scalable. The key is for local commissioners to commission the right education and employment services to deliver a reduction in re-offending and reduce the prison population.

Liz Saville Roberts MP:

Thank you very much Jason.

And next up now is Ellen Miller who is the Victim Services Director of Victim Support.

Criminal justice and the community: ensuring devolution meets local needs

Ellen Miller, Victim Services Director, Victim Support

Right, morning everybody. I managed to navigate the steps, so it's all going to be okay. As you can see from my cardigan and oversized jewellery, I am here representing the third sector. So, I wear the uniform. I am liberated.

So I thought what I'd do is, give you a maybe the view from the other side from the mountain, so I'll go for some cheeky third sector comments, just to help you reflect. And these are really very practical about what can happen in terms of when we have devolution of power and what I've done is, I've done a list of everything that could go wrong and then I've done a list of everything that could go right. And what I've done is I've given them little names in the hope that they may stay with you. You may think I'm mad; but they may stay with you.

Okay. So, in terms of what could go wrong. The first one I've called gaffer tape syndrome, so we come to these events and we hear a lot about everything that's going right, all the excitement, the innovation. One of the realities that always strikes me when I sit here and listen to talk of critical paths and research and all the rest of it is; we are still human beings; and as human beings we are all essentially somewhat tribal and territorial. And there's something about acknowledging these little murky things that happen in our stomach, when we hear some of the things that happen in the meetings; and for me the gaffer tape syndrome is about the way in which organisations are forced to be bound together. Think bag of ferrets, think collaborative agreements, sometimes I think that they should perhaps be called truce agreements.

And the issue about the gaffer tape syndrome is that yes everybody has to play nicely, otherwise we don't get devolution; but it's really hard to play nicely with a group of people who you've treated as if it's England and in France for as long time, let's be real. So you have the struggles that are within there and you also have the boundary that is created by the gaffer tape; and the reality of what we experience in some places, and I work across all of the North of England and East Midlands with my patch, is that sometimes you're not inside the gaffer tape, because it's so hard, there is a finite amount of power, that from a third sector perspective, you're kind of there going, well look at all of them with the gaffer tape, and it is amusing, I'll be honest; but it's also quite challenging, so firstly I would say, watch out for the gaffer tape.

The second dangerous thing that could go wrong for me is what I've called the Michael Gove syndrome, no-one likes experts anymore. And, of course, it is great to have local devolution of power; but there are only so many people who are experts to go around and who will be in your local area.

I remember in my first job, Blackpool Council wasn't that great, there was a guy I worked with; and frankly he was useless. He did about a day's work a week, yes, we've all been in this situation; but when he left I had to do his work as well. So even those, you know, situations where you've got somebody who may not be fully doing everything you want, the expertise might not be fully appropriate for your area, you still have the fact that it is adding something. So the Michael Gove effect, nobody likes experts, not necessarily true.

That kind of leads on to my next point which is The Only Way is Essex syndrome. Now it's great to have events like this where people are sharing, fantastic; and this is how we do it here. And every area is absolutely different, I have a really diverse patch and clearly some things just do not work. We have been able to try and make our model work in a really different way depending on the types of crimes, the geographical area, the way in which partnerships work; and I've really appreciated that from devolution of our work. But we just have to be careful that we don't throw out the baby and the bath water, because not everything is best on a local scale. Some things already work and some things we can do the same as each other, it's not actually a showing off competition, which is one of the real dangers of these kind of things.

The next one I've called the Royston Vasey effect, which is the local funding for local charities, this is a bit of a personal one. I obviously am representing a national charity, before that I was running a local charity. And in

line with the third sector ethos, I do try not to be a total hypocrite. There are pressures that exist, certainly in the North and I think in Wales we particularly see there being some kind of move amongst local systems to say, great we've got funding coming down to the third sector, that needs to go to local charities. Now the reality is that local charities are great and local charities do things that are great, so are national charities. And what I would urge you to do is not to say, well I'm going one way or the other. But just to be realistic about all of those benefits so that they are fair processes and they are done appropriately.

The most exciting contracts that I'm looking at are the ones where we've been able to really develop; and I've had the ability to get my teams to really develop those relationships. So for example in Lancashire we're currently launching a new service which is a true partnership. We've got the Council of Mosques involved, we've got the Women's Centres involved, we've got various other organisations involved. And that for us is really good because I think we're able to really pool our strengths. So keep an eye out to that kind of mix because that's how you get a real strength of both localism and also some of that national strength that can come from the third sector as well.

And the final one I've got as things that can go wrong, and I must say it was easier to do the going wrong list; but that's humans isn't it?

The final one I've got is what I've called the Brexit effect. This is the take-back control effect; and what's great about power of course, to an extent it's finite; and I would put the challenge back: does it make any difference to the victim, to the perpetrator, and they can be the same person, if the rules and the systems are set in the town hall in Wakefield vs. the office in Westminster. And actually one of the things that I've kind of noticed through my career is that devolution, I wrote a really good quote, sounded intellectual this, "Devolution stops at the level of its most powerful and fashionable proponents."

So I can remember... I've done it, I've sat there and said, we need devolution. We need devolution to Greater Manchester, we need devolution to Bolton, we need devolution to Blackpool, was I in a situation where we were going to actually devolve power and influence to the victims, to the perpetrators, to the people living on Grange Park Estate, who had nothing more to look forward to than when they next scored. Were we? Really? No, I don't think so. So it's this fallacy about taking back control; and whether control actually moves to genuinely empowering individuals so that they are able to be behaving differently.

So, I shall quickly move on to all the things that could go right. Yes?

So, I'll start with the Buckaroo effect, who had a Buckaroo? I never had a Buckaroo, I've not recovered. The thing about Buckaroo is that they've got a heck of a kick and again reflecting on Victim Support, our funding went from being Ministry of Justice funding, it gave us a right old kick; and we needed it and I think it has done us the power of good and I hope that some of our funders would agree with that.

And going with the Buckaroo effect is the Chocolate Hob Nob effect. Who would not agree that a chocolate Hobnob makes a day better and there's something about the brightening, the cheerfulness, the sense of hope that you get. I am from Bourneville, so I have a disproportionate relationship with chocolate; but the chocolate Hobnob effect.

The last two would be the Lego effect so the things that can go right, and I think that's what today is all about is when we de-construct and we look at those component parts and we look to build them differently. What we get through local devolution is not just the component parts that are already there but the ones that are maybe sitting at the back of the drawer. The ones that aren't being used, the local people who care, the local organisations who care, and again I would urge you to rebuild those walls, take it down to the component parts.

And the final one, that I would come to; and I don't mean to be inappropriate in this; but obviously you will have seen the news today about the death of Martin McGuinness and just reflecting on that. I think that he and Ian Paisley have given all of us who work in public sector administration some kind of model around the ability to change not just what is coming to us and around us but what is within us; and all of us need to be able to

step back and say, well, how do we fundamentally change and rethink what we do, recognise our own territorialism and tribalism and look to change it.

So I hope that that is a suitably cheeky and thought provoking practical view.

Thank you.

Liz Saville Roberts MP:

Right and now to the podium, negotiating the cross country course of the front bench, Councillor Stan Shreeve of Humberston and New Waltham Ward, Waltham or Waltham.

Criminal justice and the community: ensuring devolution meets local needs

Councillor Stan Shreeve, Chairman, Safer and Stronger Communities Scrutiny Panel and Councillor for the Humberston and New Waltham Ward, North East Lincolnshire Council

Thank you very much. I've acquired a pen already, that's a good start isn't it?

My name is Stan Shreeve, I'm an elected member of North East Lincolnshire Council, and the Chair of Safer and Stronger Scrutiny Panel. North East Lincolnshire is located on the south bank of the river Humber and comprises the towns of Grimsby, Cleethorpes, Immingham and a small number of villages. The ports of Grimsby and Immingham and the holiday resorts of Cleethorpes, combine to make an area blend of urban and rural communities with an overall population of around 150,000, slightly more. Politically, the borough is somewhat unique nationally, for although the council is Labour controlled, a minority control; all of the scrutiny panels, other than the statutory panels of planning and licensing are chaired by Conservative members, moi, we are the largest opposition group.

The area is pre-eminent in food production and light industry and whilst it's looking forward to growth, it is a burgeoning centre for renewable industries for instance, it is a low wage area and has areas of high deprivation. For instance, the borough has one of the lowest car ownership rates in the country and although having probably the lowest property values in the country, many people find it impossible to get onto the property ladder.

We have the unwanted position of being a relatively high crime area, an attribute we share with many other ports nationally, however there is a considerable concentration with around 60% of all crime centred in five of our fifteen wards and 40% centred in two. This has been recognised by Humberside Police who are reinforcing their community policing presence with additional officers and PCSOs. However, I would particularly refer to the importance of the role of the PCSOs in this respect, in their ability to engage with the community and community groups; which I've seen first-hand and it's not to be underestimated.

Reported crime has been steady and reducing but we've seen an increase in anti-social behaviour and crimes against the person involved in violence. There's also been an increase in reported domestic abuse; but we believe that this is a sign of the success of the various initiatives encouraging potential victims to report.

The recent changes in criminal justice rules and the consolidation of Magistrate Courts, mean that for us there is now a single Magistrate Court dealing with Greater Northern Lincolnshire serving a combined population of approaching 300,000.

An unintended consequence of this concentration is the impact on abuse related crime, where there is trend for perpetrators lawyers advising clients to plead not guilty as there is increased chance of victims not appearing, in which case the case is lost. This is compounded by abuse cases still being floaters on the case list. This is ridiculous and it's a practice that has to stop.

The increase of sentencing powers by Magistrates has not been in place for long enough to have any significant effect; although there are residual fears amongst my council colleagues regarding the effectiveness of some of the training for Magistrates in this respect.

And whilst NEL is not involved in a devolution scheme, the principals of delegating more to local communities are in play. I can point to highly effective stakeholder partnership working throughout the borough, with the crime and disorder panels, MARAC and other initiatives being very well supported and action orientated and not just talking shops.

In addition, I would point to the efforts of the police in supporting perpetrators willing to change their life. At a recent meeting of our CRC, I was introduced to the development of the PC and Perp buddy system, which is very encouraging. One PC said to me, I never imagined the day would come where the top 10 contacts in my phone are perpetrators, I've seen examples also where a Police Constable has used his own debit card to pay for safety passport for one of his buddies.

Community cohesion and partnership still have a long way to go; but it starts at the community. It's bottom up, not top down. And it's inevitable that communities will increasingly need to couple their self-reliance on the one hand, with inclusion and partnership on the other.

Thank you.

Liz Saville Roberts MP:

Thank you very much. Now we have Rob England who is the Operations Manager and Health Lead in Gloucestershire Youth Support Team.

Criminal justice and the community: ensuring devolution meets local needs

Rob England, Operations Manager, Health Lead, Gloucestershire Youth Support Team

What I wanted to think about... because everyone's stolen what I was about to say, so yes I'm going to go off script.

This is what this was going to be about what's wrong with kids these days and where this comes from is a lot of conversation we've already heard about the declining number of first time entrants coming to the youth justice system, what's going on with that? And being at the Youth Justice Conference a few years back and listening to a debate emerging about the cohort changing within youth justice, becoming far more complex, more risky, more stubborn, resistant to interventions; what's that all about? The upshot of that debate was that actually that cohort's always been there, but the lower level vulnerabilities are being stripped away – and rightly so through prevention efforts like Troubled Families, NHS England's liaison and diversion, the changes in LASBO and to the scaled approach; all of that stuff is stripping those young people out of the system and putting them where they are better suited, but that leaves a really stubborn group which our reoffending rates attest to.

And who's in that stubborn group? So this is where I'm going to do some improv.

So what I'd like to do is the first three in both front rows could you go and stand in front of that door, and everyone lining up on the aisle behind them on the left hand side, my left hand side. You guys stand at the door and I'll carry on with what we're doing, and the three on the front row. (Chris it's [this improve] your fault; you stole my presentation.)

Okay, and sorry could I have everyone on the aisle from this side joining us, yes at the front upwards, yes come and join us.

Okay so Claire, you're going to be a young person, if you could stay in front of the door. Your colleague to your right is going to be your family, and could everyone else come and stand at the front podium there; stand pretty close together, shoulder to shoulder otherwise you'll get blinded by the lights. Claire's a young person, her colleague, sorry what's your name?

From the floor: Jason.

Jason's her family, you're her mates so you can stay in front of the door. There we've got a police officer, a youth justice worker, a mental health worker, a substance misuse worker, a speech and language therapist, an educator and a nice person from the voluntary and community sector.

This is who Claire is working with because she has needs that sit there, highly complex, co-morbid, stubborn, treatment resistant needs, so she's got all of these lovely people – and I'm glad I've emptied a third of the room because that's what it feels like in services.

Now Claire is standing with those people because actually those are the only person she kind of wants to spend time with. Now you [VCS representative] can go and join her because you're nice and she'll spend a bit of time with you. Who was the youth justice worker? Okay if you could go and join her; those are the people Claire likes working with and sticking around. All these other people are in her life because she has co-morbid needs, and they're working to support her (but she doesn't really relate to you). This is not an effective and efficient use of resource, but we're piling those inputs to with good intentions to address those needs that have been identified.

The bummer is the youth justice worker has got two months left on the order; that's one of the people that she gets along well with but will be moving out and we're going to have to find somebody else in this mix that will work with Claire on an ongoing basis.

So we've got immediately a cost problem here (as you can see from all of these expensive professionals lined up here). Now as the cost pressures from central Government pile through, if those of you left standing here, yes could you start to step away from each other, okay. This is what's going to start happening in the system; those people get harder and harder for Claire to get in touch with and she bounces around in-between them and is more likely to get lost in-between the system, in-between the services. Her needs are not going to be met, she's going to reoffend, come through the revolving door either through criminal justice, social care, mental health or wherever; she will come back again and again and again and again and probably so will her family through troubled families initiatives or child protection or so and so forth across the system. Okay, so thank you everyone, you're welcome to sit down.

Cost pressures are going to make this worse and worse and worse year on year. It's an unsustainable model. Policy drivers are sort of headed in the right direction, the Taylor Review etc., but the Taylor Review is still talking about better links, how we get these people to hold hands better so that there are not that many gaps, so that there is a better provision.

And earlier on I heard it said how does the youth justice system, work better with its partners; it's just a perpetuation of that model, "how do we work better with our partners?". The fundamental problem is in the model. It's not what's wrong with the kids; it's in the system that we're delivering.

And that leads me down to the work that I'm doing. Discussing this with colleagues in Gloucestershire and around the country is what I hear back is that our best practice still is in spite of the system, in spite of the organisations, it's because the best workers work against all of those pressures to achieve good outcomes for vulnerable young people. Everyone's got their own key performance indicators, their own organisational culture, their own duration of intervention, their own assessments, their own blah, blah, blah; it's too big and unwieldy. So best practice is in spite of our organisations not because of them.

So if we started from scratch...

This is the question we've started to interrogate in Gloucestershire, if we get a blank piece of paper today and we were designing this service for Claire, if she had needs sitting in this cluster, this spectrum here, it wouldn't look anything like that [what we role played in the hall], and when I have that conversation with colleagues nationally they say exactly the same thing. "It wouldn't look anything like that" (what we now have). It wouldn't have a group of psychiatrists that are sat around at a forensic CAMHS conference in London a few months ago complaining, "if only social care would..." and I can step over here and talk to my colleagues in social care and they say, "those people in CAMHS, they just don't get it". The substance misuse people say, I can't get the psychologist to treat this person because they're still substance dependent, and they say, well we can't differentiate the substance from the mental health comorbidity.

That's not what Claire... sorry I'm stereotyping you Claire, that's not what she needs, it's not what she wants, she doesn't want all those people in her life. When we ask young people they can usually remember two or three of those professionals' names, let alone what they're doing to care for them, so this is not what the system needs to look like.

Now I'm not going to sit here today and suggest what the system should look like because I think that is a very locally determined thing. What it needs to look like in Gloucestershire will inevitably be different in Rotherham, Manchester, Ealing, so on and so forth; it's for people to go back to the drawing board and say, when we think about these young people, not just from a justice perspective but from their perspective, what is it that they need, what would services look like for them, and I can guarantee it wouldn't look like what we're constructing now.

So what does this mean for 'devo'? Well there's this Archimedean quote, "give me a lever long enough and a fulcrum in which to place it". I love the term used earlier on, "tribalism", that's what I come up against day in,

day out. People that I have this conversation with that say, “you’re absolutely right we should change that, why don’t you bring it all into social care, we’ll sort it”... or, “just expand the remits of the YOTs and we’ll get this sorted out because the YOTs have got the best places for that already”.

The tribalism persists and carries on; devo could lever that stuff out, it really could. There are other policy drivers like Taylor, like Future in Mind, like other things coming through, that could really push this out and say, “let’s get away from our fiefdoms and think differently, what does it need to look like for them” [the young people]. Let’s go back to *that* space. And yes you may no longer be a director of ‘That’ service – get over it! Because it wasn’t about you and your mortgage and your status; it was about them [the young people]. It’s always been about them.

So just to reiterate that question: ‘What is wrong with the kids today, what is wrong with the kids today?’ Maybe it’s not them that have to make the biggest changes if we’re going to move this forward effectively.

Thanks.

Rob England’s PowerPoint presentation can be downloaded from the following link:

http://www.westminsterforumprojects.co.uk/forums/slides/Rob_England_Criminal_Justice.pdf

Criminal justice and the community: ensuring devolution meets local needs

Questions and comments from the floor

Liz Saville Roberts MP:

Thank you very much, thank you very Rob and we can always tell when somebody's asked somebody... people to move around from the audience then suddenly there's that sort of look of terror you're going to have to engage and it's very effective because otherwise it's too much us controlling from the front here. So please I really would welcome your comments. One thing that has struck me is you've heard obviously from the panel from different types of organisations, education, victim support, from the political from the scrutiny point of view and also from the youth services here, sets of good examples perceptions of risks and problems as well, the potential and the risks; I would welcome alongside the questions... I'm very much aware that the audience here is... you're extremely disparate in your backgrounds who you represent, so I'd be very interested in the responses to what you've heard from this morning, any examples you particularly have too of either good practice which you could share or again this perception of risks and potential as well, as well as questions to the panel here. So please don't let me hear my own voice anymore. Right.

Dafydd Llywelyn:

PCC of Dyfed-Powys.

I just wanted to make a point leading on from what Rob said earlier. In Wales we've got the Wellbeing Generations Act which goes some way to try and pull in together ultimately everybody in the same vision and direction of ultimately looking at what the outcome is which is that there is an improved service at the end of it. We've got what we would describe as public service boards being developed however some of those public service boards have actually come, in my experience, nine months in the roll of PCC, have suffered from the fact that we can't actually lever out some of the things that were actually being described by Ellen in relation to those sort of kingdoms or victims where people won't necessarily link responsibilities. There is... that to me is the stumbling blocks even when you have quite a powerful and well written legislative opportunity to improve the situation, there seems to be that block there. Does the panel collectively have a view on how as a PCC with some of that responsibility given to me that I can lever my power to try and break through some of that, do you have a view?

Rob England:

For me one of the best things... is this on?

Liz Saville Roberts MP:

Can you hear in the back, yes.

Rob England:

Yes, one of the best opportunities we had to I'm not going to say overthrow that power, but to challenge it more forcefully than ever before is less relying on mass guidance or national legislation, we went and spoke to the Claire and her family and we got them to help us design what services needed to look like. And then when they start saying, I don't identify with your youth offending team, I like this, this and this but I don't like that, I don't like what you're doing with social care, I don't like that about CAMHS, that becomes

resonated. And when, for example, a mental health Trust turns around and says, no but we've got really good service user feedback, we can say, yes but you don't talk to these young people because you don't accept them into your service, because you don't want to work with high risk young people because they're too challenging. So in the spirit of localism go right down to the common denominator and gather enough momentum through them about what they want their services to look like; that becomes irrefutable. Irrespective of what your evidence base, your political status or your central Government powers and affiliations are.

Liz Saville Roberts MP:

And here please?

Helen Latham:

From Cheshire and Greater Manchester CRC.

Just picking on Rob and Ellen's points. Do the panel think that the devolution agenda would ever be able to trickle down enough to the point where the complex individuals that we're talking about today would be able to determine who they think their lead agency should be?

Liz Saville Roberts MP:

Right, Ellen?

Ellen Miller:

I think that's up to you; I think that's up to all of us together and I think it's a great question about power. There are different types of power, there is obviously political power, there is financial power but there is also moral power and I think that it's been very powerfully explained really in terms of our ability and our opportunity is to look around those individuals. It is a really slow process to do, it's hard enough having agencies working together to then allow individuals to also have a say is really, really hard work. One of the greatly liberating things for me moving from the public sector into the voluntary sector is just being to see people see that extra level of, ah, and to actually be able to talk to you. So I would say really leverage that; that's an incredibly important part of social value but the opportunity to do that is there for you.

Liz Saville Roberts MP:

Anybody else care to mention on that?

Jason Mansell:

Picking up on Dafydd's point earlier, it was a conversation I was having with colleagues a few days ago about listening. Ultimately, if we listen to understand truly what we need to do, we need to go in being curious. However, I think there is a real challenge that we all have; we have a preconceived idea or a plan of where we want to go, and then we go in to listen to what our stakeholders want us to do but we're almost going in having decided what it is we're going to do. So, remember to have a curiosity when you are listening because that may allow you to design the thing that really makes a difference.

Liz Saville Roberts MP:

We're starting from...

Councillor Stan Shreeve:

I'd just echo the point about listening I mean you have to start from wanting to improve things for the people you're talking to and listen to what they're saying. It does change the way that you think as an individual over time, even if it's by osmosis because if you start by listening rather than talking to, you've got a much better chance of understanding what people want. Earlier today I came across an

expression for the first time actually, I normally in meetings make a file note at the top of the page every time the word silo is mentioned, and I think my record is 12 in one meeting, but I heard siloisation this morning. Now that was a process I would have thought and I would hope, that in what we're talking about in terms of devolution and listening, that, that is something that we can avoid at all costs.

Liz Saville Roberts MP:

Well I mean what is interesting I think too, and I come from a background in further education and I think Jason what you said rang true there that particularly at a time when budgets are under threat, what you will find is that the motivation of organisations may result in silos, may present what can be described as tribalism, but it may not necessarily result in what actually produces a better service and that we get protective of what we already have, and we look for ways of guarding that about if you like.

Jason Mansell:

I think it is recognising that any one institution isn't the expert at everything, or any one stakeholder isn't the expert at everything. To get the perfect solution, or the near perfect solution, it is about getting a range of partners together and recognising each of these partners' strengths and how this combination of individual strengths makes a much stronger whole. This comes back to some of the points earlier. It is difficult because we all want to be the expert; we all want to be the one that's in control, but ultimately what we've got to do is let go and try and find a way of letting everyone work together. This is about the offenders, the men and women that we work with, it is not about us sitting on the panel, us in the room, but it is about those men and women that we work with and how we can turn their lives around and in essence give them hope.

Liz Saville Roberts MP:

Stan.

Councillor Stan Shreeve:

I'd just like to add a little bit to that. I have no desire to be an expert, in fact it's the last thing I am because I cannot be an expert in many things, but what I do want to do, and what I think this devolution agenda encourages for people, it's a facilitator, okay. I mean even in a small area like north-east Lincolnshire, there are more voluntary organisations than you can shake a stick at. They do try to work together but many of them don't and they don't know the existence to each other, and it's an area of constant surprise and in my role as Chair of a Stronger and Safer Community, I'm doing my utmost to try and encourage this degree of community cohesion through big organisations like the Citizen's Advice Bureau who do a fantastic and unsung job in many cases, down to little tiny community groups that might incorporate just one street or two. Facilitation is what I can do, and that's what I do, do.

Liz Saville Roberts MP:

I just wonder because you're coming in from the third sector point of view, am I correct, what are the experiences and perhaps of your colleagues in the wider sense of the third sector, is there anything you'd care to share on that and how this working together in good examples and perhaps where the hurdles occur and perhaps an analysis of why the hurdles occur?

Ellen Miller:

I think the dynamics of the third sector are probably... and a lot of the challenges, are probably the same as for the statutory sector which is don't just be thinking about your funding, stay in touch with what actually gets you there and gets you out of bed and got you to go and work somewhere, and that's very important to me that we remain a moral organisation and I think it's a ground on which we can all meet. And moral power, and the power of the individual stories, is immensely important, so all of us need to keep that focus on the individual. That's only what tries to... well I think I try and make sure guides me in the work that we do and that's where I find common ground.

Liz Saville Roberts MP:

I think that's actually a very interesting point about what are we actually here for, the moral drive behind all this rather than the organisational day job that we all get drawn into. Right anybody else here, yes, somebody from the back?

Sheena Jowett:

Deputy Chairman of the Magistrates Association.

I think I heard Stan say that Magistrates' powers have been increased and in fact they were increased in 2003 into law but this was never really brought into force Magistrates' powers haven't changed and we have six month sentencing options for custody on two offences and that is our limit. What the Magistrates' Association want is a 12 month sentencing option. This may not be on today's subject but I think it does create a [Transcript gap]. It would stop an inherent delay of crown court to deal with these people when more cases could be heard in the magistrates' courts, with less delay for defendants, magistrates and witnesses.'

Councillor Stan Shreeve:

I'm afraid I didn't hear the question.

Liz Saville Roberts MP:

Yes could you... to do with the sentencing powers?

Sheena Jowett:

Yes it was sentencing powers for Magistrates, Stan I think you said that they hadn't been in long enough for any results to be seen but they're actually not appearing as yet, they are on statute but they haven't been brought into force.

Councillor Stan Shreeve:

I mean one of my close friends is a recorder who was a Magistrate who now sort of goes round the northern regions sitting and the point he made to me that there is a tendency in some Magistrates to become the hanging Judge, the bit with the additional powers immediately rushing up to the high levels of sentencing. Now I've not seen any evidence of that personally, but I do think it is something that we do have to keep an eye on.

Sheena Jowett:

There is absolutely no evidence to say there would be an increase in prison population if the Magistrates were given those extra powers. What we would do is keep people in the Magistrates' Courts system and they would be able to then have community sentences that would forgive, rather than going to Crown Court and then as I say the delays that causes.

Councillor Stan Shreeve:

Can I add that I absolutely support that the Magistrates' Court is the prime Court for local needs. I totally support that and I think that

anything that goes to Crown Court is a failure of the system to be honest; I know it deals with more serious cases but I'm a great advocate of Magistrates having the power [Transcript gap].

Liz Saville Roberts MP:

Thank you very much, thank you. Anybody else? Yes certainly Rob.

Rob England:

Sorry just to add something I should have picked up in my presentation but for me there's a very simple aphorism if we're going to start thinking about making a difference in whatever devo mandate we express, there's a very simple aphorism from mental health which I think Ofsted have recently picked up with really helpful. So What, Now What? So at the moment there's a very live conversation around youth justice, do we have mega YOTs, do we have YOTs running with the Office of the Police and Crime Commissioners, do we have micro standalone YOTs, are they absorbed into integrated services? We can go on and on about different structural options. But the fundamental question is so what, what does that mean for the young person being supported by that YOT and then now what, and there's something about the form following function and I don't know that we've done enough work to better articulate the function of what offenders, whatever that means, those people that have justice needs, both victims and perpetrators, [Transcript gap], what is the function that best suits their needs and would be best for their outcomes, and then we get a form that follows that function. Because if we don't answer the so what within the circle wagons and the various articulation structure then I don't think we'll get any closer to actually fulfilling the needs of those people, so, so what and then now what.

Liz Saville Roberts MP:

That's quite interesting because the Prison and Courts Bill which has just started, sets out a four point aim for prisons per se, which of course we'll be debating and the aims are protect the public, reform and rehabilitate offenders, prepare prisoners for life outside prison and maintain an environment that is safe and secure so we're going to have an interesting debate about exactly those whether they are sufficient and so forth. I mean would you feel this is the sort of if you like the abstract debate and that then that in itself so that influences the function and that, that then should influence the form, but as it is the cart is a long way in front of the horse isn't it?

Right anybody else want to pick up on that, not particularly? Okay just as an aside to it, it was interesting... and forgive me for bringing back to my own experience, but I've visited a brand new prison in north-west Wales, HMP Berwyn just before it opened and it opened a couple of weeks ago, and one thing that interested me there was that the governor, and you were talking about the new role of governors, has I understand issued either devices or laptops with the [Transcript gap] as they will be called men as well rather than prisoners, and the idea with that is to familiarise them with the digital environment because many of them will come in and will not be familiar with it, so there is an underlying role there. Is there anything else about the role of governors and how they can help what you do?

Jason Mansell:

I suppose really... again it comes back to an earlier point, I've worked in prison education for 18 years, starting on the shop floor teaching

and worked my way through. Over the years, I have seen a range of different groups doing different things from education to drug support to housing support to support through the gate probation, CRCs etc., etc. So, if governors are truly empowered it is about how the governor within their establishment is able to link up all of these services. So, instead of having lots and lots of different services that are all chasing their targets, what you have is a clear pathway for offenders both for their time in custody, and for their time in the community, that in essence maximises the resource that's available and doesn't have the plethora of duplication. I think it is about governors taking control of that offender pathway and also not thinking purely about custody, but about custody and the community. The ultimate aim of all of this work we're talking about is reducing reoffending, reducing the prison population. So we need to think much longer term. I had an interesting conversation with an executive governor at one of the reform prisons recently, talking about sentence plans. Why do we call them sentence plans. Why not just for example... and I know employment isn't the aim for every single offender, but why not call them employment plans, and think about that longer term journey. So I think it is that sequencing that is absolutely critical.

Liz Saville Roberts MP:

Okay wonderful anybody else from the floor with anything? Okay does anybody here from what you've heard now like to add anything else, no? Okay, well thank you very much I'd like to say thank you to the panel.

Session Chair's closing remarks

Liz Saville Roberts MP, Plaid Cymru Shadow Spokesperson for Home Affairs

I will just sum up before we move.

I think from what I've heard from today, for me what was very interesting was that sense of what works best locally and what needs to be considered on a broader scale. There was the explicit annals of the unstated interplay of different interests and their budgets, be that public, private sector, third sector.

I think we heard about tribalism and siloes and it's probably something on the same sort of line.

I think what stood out for me with Tony Lloyd and what he mentioned, the case study from Platt Bridge, the pilot in Wigan, again this idea that the lad who nicked the quad bike, it's not just working with him, it's work with that which is around him to make a difference.

And fundamentally for us to remember that what gets us out of bed in the morning, if you like, the moral drive to this is how do we bring about change for individuals and how do we make all those who are involved with this greater than the sum of their parts.

Diolch yn fawr iawn. Thank you very much.

Session Chair's opening remarks

Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University

Okay, we will make a start again if that's okay.

Okay, if you can take your seats please, thank you very much, we are going to make a start again. So I'm back again, later on I will be handing out coats and making teas as well.

I've got the option here of making a few remarks, but I'm going to keep them quite short because I've already had a chance to talk once this morning.

I mean I think what we've heard this morning is a lot about some of the potential benefits of justice devolution, we've talked about early intervention, co-location, better links with health and children's services, we've talked about the advantages for particular client groups, women offenders has been a group we've talked about a bit, young people, the potential, the sort of more person centred approaches across the piece. So we've heard a lot about potential advantages of justice devolution. I think it will be great in this part of the morning if we, where there are opportunities to do so, could start to talk a little bit more about the specifics of justice devolution, how is it working in Greater Manchester, in other areas where justice devolution deals are being developed, how are those deals playing out, how are they going to be implemented in the future. So I will certainly be trying, as Chair, to see if we can focus on some of those points as we go through.

So what we are going to do is a similar format to this morning, we are going to have a key speaker in a moment who I will introduce and then we are going to have a panel discussion, so lots of opportunities to ask questions, so please be thinking about the questions you would like to ask.

I think without further ado I would like to introduce Dr. Jon Bashford who is going to talk about this report recently published, co-authored with Hazel Blears and Lord Patel of Bradford, so this is a report on Doing it Justice, Breaking barriers to criminal justice transformation, and Jon is going to talk about this report.

‘Breaking barriers to criminal justice transformation - opportunities and risks for devolution’

Dr Jon Bashford, Senior Partner, Community Innovations Enterprise and Co-Author, *Doing it justice: Breaking barriers to criminal justice transformation*

Thank you. Thank you. And thank you very much for giving me the opportunity to speak today. You can download the report, I'm sure the Forum will send out details for that, the paper is also on Twitter, if anyone is following me today on Twitter.

Very briefly, this was a review that took place over seven months, 40 stakeholders involved, from right across the system. Four key national and international project partners supporting it, DragonGate, Jacobs, Sodexo, and Sopra Steria. We were also supported by the Revolving Doors Agency, who particularly came in to ensure that some offenders were given the opportunity to provide some key insights, in terms of their lived experience.

And the main focus of the report, really was around the opportunities, and potential risks afforded by the devolution of the Criminal Justice System. And we also worked closely here with the Greater Manchester Devolution Team, and were able to do some workshops with them, as part of the process.

I think, one of the key, kind of, things to strike us is, everyone will be familiar with the amount of reform we've had of the system but actually what we need is to transform. So you know reform is about making step changes in things, but transformation is really about a marked difference in form, nature, and appearance. And that's the real opportunity that I think is afforded us with the devolution.

A lot of people say they're transforming things, it's perhaps a bit of an overused word at the minute. But it is a real opportunity to do things differently, and that's an opportunity to grasp it, not just for a cost-effective system that reduces offending, but one that benefits the whole community.

We identified three key barriers within that context, in particular about devolution and place based change. Tensions still exist and in fact, are possibly increasing, between the centre and local areas. It's okay to devolve the powers, but if the full budgetary controls and financial issues don't come alongside that, there are issues.

There's also a lot of hesitation about this, particularly outside Metropolitan areas. So for county areas and for local boroughs, getting people to see the potential rewards, and value of devolving criminal justice for broader issues of local concern, for the growth and potential in communities is key. And we need more, perhaps, from the centre, to support that process, so that Manchester isn't the, kind of, only leading example at the moment.

There is limited capacity for innovation, we could do a lot more, in terms of enhancing innovation within the system. Yes, we need to ensure safety, and security for the public, staff working in the system, for offenders themselves. But there are opportunities, particularly with new technologies, that we're still not grasping yet, within... both within the community, in terms of offending, and in particularly in prisons, where there are barriers and resistances to embracing some of these technologies.

And a lack of integration, not simply within the Criminal Justice System, but more importantly with those broader aspects of the system that affect real change, in terms of housing, in terms of employment and skills, in terms of health.

We identified five building blocks in the report, that we think provide, you know this isn't a linear process, they're all interdependent, but these are the key building blocks for building a devolved system, and working in a better way, between central areas and local areas; 1) co-commissioning and co-design, so both in terms of national cooperation with local areas, where they're changing elements in the system, but also locally, across different sectors within a devolved patch; 2) co-production, the importance of the user voice, within the

process, and actually engaging and involving offenders and family members, within that, as well as the public; and also new partnership arrangements across the system, with the social and private sector. 3) Creating a life opportunities approach, rather than looking at the deficits, and what's actually a fault and problem in this group; 4) looking at the potential intelligent and secure use of technology; and 5) devolved system leadership. We need a new order of training, support and development to back this up with, seeing that in terms of empowerment of local governments, but we need it on a much broader basis, in terms of sectoral involvement.

Just to outline some of those in a little bit more detail. If we think about co-commissioning and design, devolution is about whole community benefits, about the potential growth of the local area. Criminal justice, offending, crime are absolutely key to that agenda. We have some good examples of delegated blended models, here in Manchester - NHS England have recently devolved the Liaison and Diversion services, in partnership with the local police. It isn't always about devolving everything wholesale, there are step models towards this process.

We need to think a little bit more carefully about the estates footprint, and changes in terms of resettlement prisons, decisions about re-rollment that tend to be made nationally. And in terms of thinking within local areas, the implications are felt locally, so greater cooperation and support, and recognition of those broader changes taking place locally is needed.

We've got the advent of secure schools, we need to take through that. We're ten years on from Corston, but we still have... locally we still have... I've forgotten its name, sorry, the local women's prison here. So we're still not actually implementing Corston yet, ten years on, and new governance arrangements that make co-commissioning and co-design work.

Co-production, yes, about doing change, and involving local people, involving offenders, and family members in the process. But also new arrangements with the social and private sector, thinking about alliance partnerships, new ways of contracting, and actually developing services and moving forward, in a way that isn't a top down central system.

I think one of the risks of devolution is, we simply replicate current tensions that exist at the centre, and some of those bureaucratic and siloed ways of thinking. We don't want to just replicate that locally, it is about transformation and doing things differently.

Creating a life opportunities approach, is absolutely key to thinking differently about the whole approach to offenders. And this is very important for elected Mayors, for Police and Crime Commissioners, for the public debate, and bringing the public along, in terms of what we're seeking to achieve. I think, you know we're all familiar with the Daily Mail headlines, and how national politicians are often derailed in terms of the agenda around criminal justice. This will be an equally important area, at local devolved levels.

And what really makes the difference in terms of offending? Having someone to care for you, having a home, having somewhere to live, a job. The relationships that people have, the support from education, employment, skills, housing, which are absolutely core issues, in terms of thinking about the broader agenda for devolution, and we need to place crime more within this.

It isn't always about having formal national agreements on devolution. Local areas have a lot more within their control, than they sometimes think through. In terms of shifting interventions upstream, thinking about prevention, let's do more with Pupil Referral Units. We know they're a target group, in terms of being at risk of offending, let's increase the opportunities in terms of local area support, and involvement at criminal justice and Pupil Referral Units.

And the role of the social sector, here in Manchester, the Women's Centres have been absolutely leading, redesign of pathways for women and offending within the Greater Manchester patch. And the contribution the social sector can make, within this agenda, is absolutely key.

New technologies, on one hand we're seeing an opposite trend, towards national convergence of data systems yet again. We've got to look within that context, that we still get, interoperability with local information systems. We struggle with this with health and social care generally, but we've got to think about it, in terms of criminal justice, health sector systems, other areas of information and data, like, with the police and the Court.

Population assessments are being done, within the devolved context for health. We need to ensure that risks around offending are incorporated within those population based approaches, and looking at core risk groups, and the impact that that can have.

And using technologies to support rehabilitation; so why can't we actually give more prisoners tablets within prison? The technology is there, it's secure, it's safe, it doesn't enable people to go online and commit crime, or to perpetrate child sex abuse, or whatever, they're locked down. But more importantly, we can give the tablets to the offender, they can leave the prison with it, they take it out through the gate with them, and they've got all their education, skills, vocational qualifications, housing information, all the stuff they need, can be there on the tablet. It can be taken over locally by probation, by CRCs, who can carry on, and then enable other levels of access as the person progresses. We can do a lot more with that, and passporting to support rehabilitation.

Finally, the workforce development and leadership agenda is key. The leadership challenges can't be underestimated. And again, it isn't just about leaders in the system, it's not just about empowering Governors, as important that is. And we've seen real benefits come from Executive Governors, and the reform prisons agenda being freed up to develop relationships on a cross sector basis, with education, with housing, with skills.

But we need to be looking at our health leaders, at our education leaders, at the local authorities, and health systems, jointly with criminal justice. We need workers who are empowered, confident, and capable of working on a cross sector basis, and tasking across systems, common assessment, and interventions that they can control on that broader basis. And we need to rethink rehabilitation skills, and in terms of recruitment and who we need to bring in the system.

That is a very rapid run through the report. As I say, you can download it yourselves. There's just a final quote there from one of the social sector stakeholders involved in the process. "We expect people to fit into the system, but we don't work the system to fit people and their needs". And I think, you know that's, to me, what devolution is about more broadly, and it's essential that we place justice within that context.

Thank you.

Jon Bashford's PowerPoint presentation can be downloaded from the following link:

http://www.westminsterforumprojects.co.uk/forums/slides/Jon_Bashford_Criminal_Justice.pdf

‘Breaking barriers to criminal justice transformation - opportunities and risks for devolution’

Questions and comments from the floor

- Professor Chris Fox: Great, thank you for that. We have a moment or two for questions. So any questions at this point?
- Dr Jon Bashford: Is that a good sign or a bad sign?
- Professor Chris Fox: While people think of questions maybe I could ask you one. Looking at the different justice devolution deals around the country at the moment, there are different stages of progress, against the, kind of, benchmarks you’re setting, what would you point to as, perhaps, taking us in the direction you’re most interested to go in?
- Dr Jon Bashford: I mean, I think, you know Manchester are way ahead of the game in this, and that isn't simply about their recent deal. There’s a history here of collaboration across the ten authorities, that’s been key to that. And we’ve seen similar approaches fail in other areas, where it’s been backtracked, it’s not come about. I think, what we need to do is, think through, taking the best bits out of where there’s good practice, and then talking much more openly with other areas, about how they can take advantage of that. You don’t need a formal devolution deal to do some of this stuff. You can change systems, in terms of, you know if you look at the women’s work here, and redesigning the pathway for women’s services and women’s offending, you don’t need to devolve criminal justice formally with Government to do that. What you need is to get the right people around the table, to put the levers in for using that system appropriately. Create the relationship with the different partners, social sector, private sector, getting offenders to help design the system. And I think, those are the main elements that we need a broader discussion about. And I think the centre needs to be a little braver, in promoting some of these approaches in the non-Metropolitan areas, where there is real hesitancy, and I wouldn’t necessarily say, fear, but I think there’s a reluctance to take this agenda on. But it’s key to growth, and potential in communities.
- Professor Chris Fox: Right. Any questions? Yes.
- Nick Albrow: From the Court Service.
You talk about co-production and partnerships, and the importance of getting together and collaborating on these things. We have local Criminal Justice Boards set up, throughout England and Wales, I wondered whether you see them as a potential enabler to that, or possibly even a barrier?
- Dr Jon Bashford: They definitely are an enabler. But again, I think, you know it comes back to this, do we want more reform, or do we want to transform. And we need to upgrade the level of ambition. So that’s great, we’ve got them, but some of the contexts have changed since those partnership boards were established, they’re not always on the same footprints as other parts of the system. We’ve been less successful in engaging some of the particular sectors, that would have the real

power to change things. You know if we think back to what the people need, they need someone to care about them, they need a home, and they need a job. So these are the key partners to be involved, and not always thinking within the current siloes. So I think they could do more to address some of those broader agendas. But they need, also support to do that, I think. It's a complex system, with this long history of constant change, and people need to pause to think in some ways. But we also need to free some of the leaders up, to be able to get their heads above the parapet, and think, okay, what do we need to do differently here?

Professor Chris Fox:

Great. Yes. Question here.

Delegate:

Inaudible from the floor

Dr Jon Bashford:

I mean, I'm not, at the moment, satisfied that the current moves are helping this. That we seem to be rebuilding a stronger central system, rather than thinking, what do we need to do with the system locally, and is it in the right place. The history of the establishment of CLCs, I think we all know the contracts for that weren't set up right. There's been a lot of bun fighting, and blame, as to who is actually responsible, and I don't think that's always helpful. I think, what we've actually got are some excellent CLCs, and probation services, doing brilliant work locally, let's celebrate a bit more of that good practice, and work out how we can transfer that learning, rather than thinking just, okay, we want more central accountability in the system, and more control over this. And I think, we should hear more local voices, and saying, oh, don't mess with this bit of the system, it's actually working really well here. Just because it's not somewhere else, doesn't mean that we should do that change completely. I understand the centre's need for control and accountability, but we haven't got this balance right, and it is that core tension, that could really scupper the opportunities that the devolution affords.

Professor Chris Fox:

Great. And we have a question down there.

Delegate:

Inaudible from the floor

Dr Jon Bashford:

Again, I think, you know on the surface I think it's brilliant. Yes, let's absolutely go down this route. We've seen, from the few Executive Governors that we've had so far, they've been able to make real significant change, particularly in terms of education, bringing in new education partners, bringing in control of recruitment, and to change the way that they do some of that. The risk, is that we create more siloes, and that, by empowering prisons, what we actually do is lock them into their own control bits. So it does, to me, come back to the need to get the right leaders, not on a criminal justice basis, on a cross sector basis, thinking outside of their usual areas of responsibilities and accountabilities. I think that, actually is happening in devolution, outside of the Criminal Justice System, and what we need to do is get more of that linkages, thinking about this is crucial to growth potential, and development in areas of the health and wellbeing of local communities. And we need to alter some of

the wording and the thinking about it. What we don't want to do is leave empowered Governors, to sit within new castles.

Professor Chris Fox:

Great. One more question, and then we'll, probably, stop it after this question.

Aileen Murphie:

From the National Audit Office.

I think one of the things about, thinking about accountability, is that one very useful way of doing is thinking about the principles that should underlie any system of accountability. Because I think people get too tied up with, kind of, structures. But I think, one thing that, if you want the centre to let go, and let local areas do what they're going to do, hopefully, more efficiently and effectively, one would hope, one of the things that you really need is a very good understanding at both ends, of what you're actually responsible for, what the money's there for, and really good performance and cost data. So everybody is speaking in a common language, about what is supposed to be achieved, and then what's actually achieved. And we've set out this in a report, very handily entitled, Accountability, which is available at the NAO website there's four principles there.

Dr Jon Bashford:

Absolutely, I completely agree with you. And you know I'm not saying that we actually need not to have central control, we do need that. What we're not getting right yet, is the balance between those things. And in terms of releasing cost savings, which is a crucial agenda we can't ignore, let's rethink some of the levers in that. Because we've tended to do that solely from a national perspective and actually we need to have some new ways of accounting and working those finances out, within local and regional levels. Because otherwise, cost savings will be released, but they're not going to benefit local areas. So thinking about prison nights, and the importance of, you know if we're going to reduce numbers in prisons, where do those cost savings actually go, and who benefits from them.

Professor Chris Fox:

Thanks very much. That's been really interesting, so thank you, Jon.

Dr Jon Bashford:

Thank you. I'm afraid I can't stay, because I've got another meeting to go, but please enjoy your day.

Professor Chris Fox:

Okay. So if I could ask our panel members to please join me, so we have Sheena Jowett, Lesley Tregear, Ian Lawrence and Dafydd Llywelyn. So if you would like to join me on the panel.

So what we are going to do now is ask each of you to talk for about 5 minutes and we will do that first, as this morning, and then we will have some questions to the panel after that.

Okay, so we are going to start with Sheena Jowett who is Deputy Chairman of the Magistrates Association.

Delivering a joined up approach - opportunities for service transformation and new partnerships

Regional court services - efficiency and access

Sheena Jowett, Deputy Chairman, Magistrates' Association

Prynhawn da, good afternoon.

Regional Court Services, efficiency and access. Access to justice is about meeting local needs, access to Courts for all involved, access to solicitors, access to support for victims and witnesses. Efficiency is about transforming our justice system, Courts and processes.

We have one common criminal justice system for England and Wales, we have two primary law making bodies, Westminster and the Welsh Assembly, however Magistrates and Judges have just one set of sentencing guidelines. Our sentencing guidelines, produced by the Sentencing Council provide the basis for consistent sentencing for similar offences, whichever Court they come before in England and Wales. But an increased variation of services being provided across the two countries brings an inherent strain on consistency of outcomes.

When looking at the individual seven HMCTS regions it is clear that within these large geographical areas there is considerable diversity, rural versus urban, affluent versus underprivileged, however maintaining minimum standards across the regions would ensure that there would not be postcode lottery within our justice system.

Magistrates rely on the National Probation Service to provide pre-sentence reports, many of the offenders are going to be supervised by the community rehabilitation companies. It is essential that lines of communication are clear and well defined and that the information flow is unrestricted. We know in some areas Probation-Sentencer Liaison Forums have been very effective in raising the confidence of Magistrates in regard to community sentences. The Magistrates Association research showed that in 2016 66% of Magistrates who responded said that they had received little or no information about the work of CRCs in their area.

To have confidence to sentence offenders to local community sentences we need to know that the order will address the relevant purpose of sentencing, punishment, rehabilitation, treatment etc.

The generic RAR, Rehabilitation Activity Requirement, say 15 days, gives us no information about what activity or time will be involved with direct contact with the offender. We need to know what programmes are available in our local communities, we need to know what is accessible for our offenders. Some of our sentences will involve more agencies than just the NPS, the National Probation Service, or CRCs. A mental health treatment requirement will involve the National Health Service, this is devolved to Wales, commissioning groups, public health and the police call all potentially be involved in so many different ways. With these different providers there is a potential for duplication of effort and/or the creation of that wonderful world, siloes, with key areas falling in between the gaps. Potentially this is neither efficient nor accessible justice.

We believe that the tension between different and varied provision and the consistent outcomes needs to be managed whatever policy decisions are made. Ensuring good communication across agencies and geographical boundaries is vital, as is the maintaining of minimum standards throughout England and Wales. This will ensure an efficient, accessible and just criminal justice system.

Diolch yn fawr i chi. Thank you very much.

Professor Chris Fox:

Thank you very much. Right, so next Lesley Tregear who is Youth Justice Services Manager, Warwickshire County Council and Chair of Association of Young Offending Team Managers.

Delivering a joined up approach - opportunities for service transformation and new partnerships

Localising youth justice service provision - opportunities presented by the Taylor Review

Lesley Tregear, Youth Justice Service Manager, Warwickshire County Council and Chair, Association of Youth Offending Team Managers

Hello. It's that time in the afternoon, isn't it really, when everyone is feeling... but here we go.

I have to say, when I was asked to come and talk about post-Charlie Taylor, national review of youth justice provision, I thought I'd be standing here talking about something very different. I'm extremely pleased to be saying, actually things are not as changed as we anticipated. And some of the concerns that a lot of YOT Managers had, about some of the recommendations of the Charlie Report, have not come to fruition.

We're extremely pleased that the Secretary of State for Justice was minded to listen to the sector, and we did vocalise quite a lot about our concerns at some of the things that Charlie was suggesting. We were also pleased that she'd balanced that with looking to implement some of the things that Charlie has suggested would be improvements to youth justice provision. Certainly, with regard to health and education, we all recognise that is something that we need to do better for our young people.

Most importantly, is the retention of a distinct Youth Justice System. There was the potential, I think, with Charlie's Report, to go down a route where what you could have is children being dealt with by very adult services, in very different ways. Maintaining youth justice as a youth justice provision that sees children first, and offenders second, is really important to the work of anybody who works in a youth offending team, and All people that work with young people that offend.

The role of the YOTs and the YJB was recognised by Liz Truss, and why not, really, it's something we're really quite proud of. Reducing first time entrants to the Criminal Justice System since 2007, by 82%, that's an incredible figure really. Reducing custody by 67%; up until the beginning of the year 2017 we've got less than 900 young people now in custody, we used to have thousands.

But over the last ten years, we've still, and someone mentioned a bit earlier, we still have a significant amount of young people who leave custody and reoffend. Rob, I think it was, mentioned the fact that, actually this is due to the fact that, as we take the young people out of the system that don't need to be in the system (we keep the first-time entrants low), actually what we're left with is a complex group. It isn't more complex, but it's more concentrated, it's a 'thicker soup', if you like, than we were dealing with before. So it's not surprising, in many respects, that actually those young people are very difficult to turn around. But it doesn't stop YOTs trying. Nevertheless, the Secretary of State did say, okay, we'll maintain YOTs, we'll maintain the secure estate but obviously, we need to change some things. Most notably, of course, is the change to the secure estate, with the introduction of the secure schools/colleges, we're not quite sure what they're going to be called, actually in the brave new world.

I think YOTs would welcome that, as a move towards a more localised agenda. Smaller units, that are placed closer to the homes of where these young people live will, undoubtedly, improve the chances of them becoming more rehabilitated. They will maintain their links with their families, they'll be able to maintain their links with the YOTs; and actually they do appreciate the links with the YOTs. All of those things, help to enable the young people to turn their lives around, and for the YOT workers to help them access housing etc., in order to do that.

The Crime and Disorder Act, set out the requirement to have multi-agency services delivered for youth justice, on a partnership basis. There was never really a need to remove that requirement if you wanted a localised agenda. YOTs are very different nationally, every local area has sets their YOT up in different ways. And that's

really important, if we're looking for devolution, localised provision, whichever vein you take really. YOTs are not a homogenous group, far from it. They're very diverse, both in their composition, and in the way that they deliver their services. And as Rob said, this is an opportunity to make good really in devolution, building on that localised provision.

The retention of the YJB, it's been at the potential guillotine for many years, the Secretary of State is minded to keep it, and is talking very actively about the fact that it's got a really important part to play in driving improvements by sharing best practice, amongst that very diverse group of YOTs. I think most YOT Managers would welcome that. We know that we do good work, but you haven't got the answer to everything, so it's really good to hear about how others do something, try it out in your own area, and see if it works.

As I say, the retention of the distinct youth secure estate was also welcomed. There is some concern about that going into the new prison and probation service, and how we're going to keep that separate, they're saying they're going to keep it very separate for young people, I think the proof of the pudding will be in the eating, as it were.

The emphasis on better healthcare and education is definitely welcomed. We could do with some improvements in healthcare in the community, and I guess, if you're talking about devolved services, that's one that YOT Managers would call for, improvements in the way that young people can access health services, particularly mental health services. They are, by nature, not those sorts of young people that will engage with those types of provision, and that's probably where YOTs have been really good. All the inspection reports say that YOT workers actively work with these young people to engage them with these other services, that's how we turn people's lives around, and we've managed to reduce the reoffending etc..

I would like to say that, YOTs are not just YOTs anymore. Many YOT Managers are managing Integrated Youth Support Services, as well as the YOT, or with the YOT within it, Troubled Families, with the YOT either in it or alongside it, and Child Sexual Exploitation Teams. I think that is a recognition that YOTs have been a very iterative set of organisations. Because of the nature of the partnership funding, we've all had to change each year, our funding changes every year, so our approach has to change.

It was interesting to hear about the discussion of function over form, because actually I think that's what YOTs are particularly good at. They look at what they need to do, they look at the money they've got to do it with, and they change their form to deliver against that. So I think, you know that's a really good example of function over form, that shouldn't be lost in any localised agenda.

What I would like to just finish on though, is that youth justice provision is not just about YOTs. And actually many YOT Managers nationally are really suffering with the changes to some of the centrally Government controlled services, such as HMCTS, NPS, CPS, where, we're no longer being able to deliver justice within our local areas. Courts are closing or combining, young people, their families, and the victims and witnesses of crime, are having to travel quite considerable distances in some areas, to actually attend Court, and see justice being administered.

That's really not helpful to anybody, it certainly isn't the way to deliver joined up justice in a local environment. And I would say, if you are looking at devolution, and localised provision, then actually that's something that does have to be addressed. I recognise that some of these things are pushed down through austerity measures through central Government reform, but it really does need to be addressed, if we're going to deliver local services in a joined-up way.

Professor Chris Fox:

Right, thank you very much. And next we have Ian Lawrence, General Secretary of Napo talking about new approaches to community supervision and rehabilitation.

Delivering a joined up approach - opportunities for service transformation and new partnerships

New approaches to community supervision and rehabilitation

Ian Lawrence, General Secretary, Napo

Chris thank you, its been a fascinating debate where we have heard some great contributions about innovation and new approaches to reoffending but my core message today is that while Napo broadly welcomes the announcements for Prison and Probation Reform and the creation of Her Majesty's Prison and Probation Service, with an emphasis on increased offender management in the HMP estate, some uncomfortable truths need to be considered and urgently addressed by this government.

Firstly, there are simply too many people in prison to start with; and until and unless politicians are prepared to stand up and recognise this then the cycle of recidivism and (often drug and alcohol fuelled violence) within the HMP Estate will not be tackled in the way that we all want to see.

Secondly, all the theories and radical suggestions for changing the dynamic of intervention and rehabilitation for so called low and medium risk clients cannot be delivered by the operational models being operated within many Community Rehabilitation Companies that in Napo's view, range from being unfit for purpose or are failing to provide assurances as evidenced in recent independent reports by HM Inspectorate of Probation (including that which covers service provision in Greater Manchester) on issues such as data collection and sharing information with the NPS, improving accessibility to the RAR's, implementation and evaluation of their operating model, the training and supervision of staff, the management of Unpaid Work, and, just to assure you that what I have to say is not CRC centric, the NPS; whose work in the area of desistance and public protection and accessing services from the CRC left something to be desired.

That's why Napo is calling for publication of the Probation System Review and a rethink of a payment by results regime that has manifestly failed to deliver the 'Rehabilitation Revolution' promised by a former Secretary of State that, in truth, has been anything but with providers now running back to the Ministry of Justice for more money, and unable to supply what they signed up for.

These are issues which we have been taking directly to members of the Parliamentary Justice Select Committee and which I will be addressing them again about soon.

Yes I could talk forever about what's gone wrong but, and surprisingly to some of you maybe, Napo wants solutions and in the time available let me summarise what we think would work in the short to medium term.

Firstly, we need honesty to be shown by all providers:

That includes CRC Owners accepting that perhaps probation provision is not really your bag, and that if you cannot treat your staff in a way that wins their respect, and organise a delivery model that protects the public to the standards that existed prior to an award winning service being sacrificed on the high altar of privatisation then you really ought to consider handing the keys back.

Then, we need a serious rethink as to how better partnerships can be forged between the judiciary and providers so that a). Sentencers can be confident that what they are handing down is going to actually be delivered, and b). that we have effective professional practice standards consistently applied across the probation estate in the NPS and the 21 CRC's, which means a Licence to Practice and a regulatory body for probation must be put in place sooner rather than later.

Since TR in 2014 many innovative schemes aimed at reducing innovation have ceased such as work with women's centres to divert women from the CJS, work in collaboration with multi-agencies to target prolific offenders and specialist local projects.

As you know the major aim of TR was to offer a service to under 12 month sentenced prisoners via TTG, a service which was designed to deliver this by working with clients from custody release through to the community to establish key elements of resettlement such as accommodation, employment, and access to support services.

TTG has largely been a failure so far. Many of the services are not yet established or incorporated into existing prison and community structures. There are issues such as difficulties in recruiting, or staff who require training and development (eg in the NW for example research shows that the staff delivering TTG were previously only delivering housing support and had no experience of other aspects of resettlement).

Payment by results has failed; largely because the outcomes are not measurable in a reasonable amount of time. Instead, the measures tend to be process oriented with staff expected to hit arbitrary targets rather than securing outcomes for individual clients.

In the community, skilled and experienced staff are leaving CRCs where workloads are too high to safely manage and the threat of redundancy is ever-present due to the mis-selling of the original contracts (yes CRC owners) we agree with you; leaving the owners with much lower income than expected. Little innovation happens here as beleaguered staff fight against ICT failures, unfit for purpose buildings and endless targets to deliver a service to their clients.

Recent high profile serious further offences have also exposed issues in some CRCs which long serving staff remember from investigations into similar failings 10-12 years ago. Probation Trusts learned lessons from the past failings but those lessons appear to have been forgotten or ignored by some CRC owners whose focus (because of the way the contracts are structured) is not on people but bottom line cost.

In the NPS, localism and innovation are banned as the new E3 model imposes a nationalised approach to all of the work. High workloads and constant change to process and management consume vital energy and focus that would be better spent on delivering a quality service to clients. Long running HR issues compound these problems and lead to staff seeking opportunities to leave.

The anticipated probation review due in April needs to deliver significant change. A renewed focus on localism for both the NPS and CRCs is vital, using the skills of our members in responding to local needs and priorities which are key to delivering the rehabilitation revolution that our society needs. Freeing staff from arbitrary targets and bureaucracy to deliver quality work with clients and managing risk.

Perhaps the only solution is to take back some of the contracts but where would they go? The NPS is hardly placed to carry out a rescue mission and most of the CRCs have retained at least some of the infrastructure, skills and experience from the former Trusts. Perhaps some CRC could be better managed in the public sector on a commissioning basis using and paying for those ideas from the private and third sectors that have made a difference and reinstating localism?

So we need a fresh approach to local accountability that so many governments of different political complexions have grappled unsuccessfully with up to now

Finally, Napo believes that devolution of Criminal Justice Services to PCC's and local Mayors will create greater accountability, but that will only happen when the skills and experience of practitioners is given the respect that it deserves and the taxpayer is offered a much better deal than they are now getting.

Thank you for your time.

Professor Chris Fox:

Thank you. And last but very much not least, Dafydd Llywelyn, Police and Crime Commissioner for Dyfed-Powys. We haven't talked a lot so far about policing and the role of policing so it's going to be interesting to hear a little bit about the role of policing in a devolved CJS landscape.

Delivering a joined up approach - opportunities for service transformation and new partnerships

The role of policing in a devolved CJS landscape

Dafydd Llywelyn, Police and Crime Commissioner, Dyfed-Powys

Okay, I hope to answer those questions, maybe not, and please sort of indulge me I guess in the sense that I'm going to concentrate a little bit on the Welsh perspective which we seem to have had quite a lot of today, for various reasons.

So thank you firstly for the opportunity to contribute to this Forum. I'm a rare breed, being a Plaid Cymru PCC, we have two PCCs responsible for North Wales and the Dyfed-Powys areas, responsible for three-quarters of the land mass of Wales and are 50%, in effect, of the four Commissioners complement in Wales.

Prior to my election success I was a teaching fellow at the Law and Criminology Department at Aberystwyth University and spent over 13 years employed with Dyfed-Powys Police, with over 10 years working in the Intelligence Department as their Principal Crime and Intelligence Analyst. I gained first-hand experience of working with and coordinating resources across various partnerships from initiatives that were purely policing collaborations to wider multi-agency arrangements and feel that I've gained a practical insight into how various legislative frameworks, strategies, policies and initiatives have impacted upon the police forces in particular in Wales since 2001.

With this in mind, I hope that as the PCC I will be in a position to contribute to the shaping of any change that will occur within policing and criminal justice in Wales over the next few years, well at least until the next election, I guess, in 2020.

It's worth stating that the roles of the Police and Crime Commissioners are being embedded and in some ways accepted, in some ways being accepted.

In terms of our influence, not only on policing but on the element of our role very often overlooked, which refers to the 'and crime' element of the title in the Police and Crime Commissioner. This and crime element is outlined in the Police Reform and Social Responsibilities Act as co-operative working within the criminal justice system for the policing area to ensure an effective and efficient criminal justice system for the area, easier said than done in my opinion.

In particular, with my recent experience of Chairing the Local Criminal Justice Board and feeding into an All Wales Criminal Justice Board progress is slow and clarity over priorities and direction of travel is not necessarily straightforward. We are also in a position where within the partnership role we have devolved and non-devolved bodies, we have, as I mentioned earlier, Public Service Boards coordinating activity in response to the Welsh Government's Wellbeing and Future Generations Act 2015, and Welsh PCCs are playing their role in these developments across Wales.

I therefore pose the question, why is policing or perhaps the role of the PCC not devolved to the Welsh Government? This question is not one that I have recently dreamt up but one that has served to occupy many a policy forum research seminar and conference debate for the past 10 years or so, Part 2 of the Silk Commission published in March 2014 clearly recommends the devolution of policing, but not only policing, youth justice, and it also highlights that there is a persuasive case for the devolution of the prison service and probation service.

So where are we now in relation to that? We have a new Wales Act 2017 that does not include any further devolution powers relating to police and criminal justice to the Senedd in Cardiff, albeit that there is a greater push for devolution into the city regions in England as we have discussed at length, I guess, today and heard from others.

A drive for increased local delivery and accountability and the ability to shape services in line with local need in England, but for Wales I guess the answer is seemingly not yet. All four Police Commissioners in Wales signed a joint Statement in the summer of 2016 articulating the general consensus and support for devolving policing to the Senedd in Cardiff, but in essence, as a signature to the public Statement, very little looks to be changing.

There is a will for this to happen amongst practitioners, police officers and relevant professionals, but as it stands political tension seemed to halt and derail this development. We have recently invested in an All Wales Deputy Chief Constable to drive this agenda forward and we hold regular meetings with Ministers from Welsh Government, however in a recent letter to a local MP the Policing Minister stated there would be no movement on this issue and I also received a similar response from a senior civil servant citing Brexit as a blocker to any progress that can be made. But for me the Brexit negotiations are the exact time further devolution settlements must be secured.

I therefore conclude my short input today by stating that we mustn't confuse devolution settlements under the Mayoral and city region roll out in England with the devolved legislative creating establishments in Wales, Scotland and Northern Ireland, and in turn we are inevitably going to end up devolving a three tiered response to the devolution of policing and criminal justice, the enhanced devolution model being proposed in the Mayoral arrangements, as in Greater Manchester, with a further layer of PCCs in England responsible for fire, and a lower tier in Wales only responsible for policing.

I make the case that now is the time for greater devolution, particularly in Wales, and fully reviewing the governance accountability arrangements would be welcomed. So I look forward to the questions.

Diolch yn fawr, thank you very much.

Professor Chris Fox:

Thank you very much.

Delivering a joined up approach - opportunities for service transformation and new partnerships

Questions and comments from the floor

- Professor Chris Fox: Okay, so we have about 20 minutes for questions and all of our panellists have raised significant questions, challenges for the system, for the potential for devolution, so could we take some questions please, yes.
- Priscilla Roberts: Project Manager for Achieve North West Connect, which is a charity delivering the NOMS and ESF contract to support offenders into education, training and employment. So we deliver in the prisons and probations of the CRCs. I am formerly of Cheshire and GM CRC and formerly the NPS also.
So we've talked today about the benefits and potential pitfalls of devolution and the need to determine how it will work locally. So my question is, what opportunity can be given to the voluntary sector along with the statutory organisations to design how devolution will work throughout the criminal justice services in Greater Manchester?
- Professor Chris Fox: Okay, thanks. I'll ask Ian to start but other panellists may then want to...
- Ian Lawrence: Thank you. I didn't get chance to mention this but of course one of the other much vaunted ideas of TR was that the third sector and the charitable sector would get an opportunity to have their foot in the door and do exactly what it was you have suggested. But the reality is, that hasn't happened so in order for devolution to work effectively there has to be a rethink on that as well.
- Professor Chris Fox: Anybody else? Lesley, did you want to say anything about youth justice maybe?
- Lesley Tregear: Yes, I think with the youth justice quite often the voluntary sector is quite involved with the lots of YOTs around the country, except we've got one YOT that I think is hosted by a voluntary organisation. So it isn't unknown in the youth justice sector, it's probably not as common as perhaps it could be. But as I said, I think every YOT is very different. Most YOT managers are quite embracing of bringing anything in that will help to turn the lives of children around. So, you know, I think the opportunities are there, it's just how you make the connection.
- Professor Chris Fox: Great; anybody else?
- Dafydd Llywelyn: I just wanted to make the point really that individuals in various roles need to make it happen so you need to involve the voluntary sector as part of the wider working group in whatever level of response. So again, apologies that I keep talking about the Welsh perspective but we've got the Public Service Boards and in the voluntary sector are a party to that, they sit around the table and act as public service board and are engaged at that level and I think that buy-in is vitally important to take it forward.

- Professor Chris Fox: Great, thanks. Any more questions?
- David Raho: Probation Journal.
I'd just like to ask the panel What role do you see the probationary service taking in devolved justice?
- Professor Chris Fox: Okay; well maybe we could actually all ask everybody to have a go at that. Shall we just work down the rail maybe, yes.
- Dafydd Llywelyn: It's integral in my opinion. But what I would qualify that sort of general, very general statement by saying that perhaps we need to knock down some of the barriers between the different activities. So we talked about criminal justice adds as if it's different stages that people travel along and the probation element is one part of it, which has been fragmented in my opinion. The CRC Company being created there are opportunities that come as a result of that but for me. There's a danger that we fragment that process even further as we try and, to a degree, tinker with that process and for me, it is integral but it needs to not sit in isolation and it needs to be pulled out into the other areas and try and coordinate it. And I'm going to say something quite bold here which is probably I'm going to lose the audience on; there may be a role for Police and Crime Commissioner to become more involved in probation service potentially, so that we break down some of those barriers. Just an opinion and welcome, you know, people on the panel could you know, criticise that opinion potentially but I think it's one opinion that is shared amongst Police and Crime Commissioners.
- Professor Chris Fox: Great; Ian.
- Ian Lawrence: Comrade, if you can give us what we want, we'll talk to you all day, I really don't mind. But I think you make an interesting point. I think for some time now we've been talking about the need for the various agencies and the various providers and partners in the criminal justice system, whatever your background, to have a better understanding of the roles they undertake. And it's true to say since TR more people know about what the probation service does than they did before. Unfortunately for wrong circumstances but nevertheless most people we talk to, when you ask about what's happened and is it right, just stand there and their eyes go up to the heavens, so we have that much in common. The, and we've talked about this, the creation of prison and probation agency service is, we think, generally a good thing and to be welcomed and I hope that percolates through now. It gives probation a presence up front and centre, it's not just all about prisons now, it's about probation it's about the system as well. So we will work with PCC, we'll work with anyone we can locally because we love those partnerships.
- Lesley Tregear: I think from the youth justice point of view it's interesting isn't it, because most YOT managers would say certainly with the transforming the TR strategy, that actually we don't really want more people to go towards probation. These increasingly these young people in the youth justice system are very vulnerable. We're recognising more and more of the traumas that they're dealing with

in their lives which is resulting in them in offending. And actually being one of many on a probation officer or CRC probation in the widest sense here, case load isn't actually terribly helpful to them. I think a lot of YOT managers would say, we'd like to closely with probation service in maybe having more probation officers in the YOTs to may enlarge the age group that we work with; so maybe take the work of the youth justice and actually see these young people up until 21/25, so that we can deliver better services to those young people. Undoubtedly when they get into the adults sphere they can't cope. They don't cope in adult prisons; they don't cope in adult provision in the community. So I think, you know, we wouldn't want to take the work away but I think we could look to have more secondees within the service and enlarge the age range. And I think the same would go with CAMHS, you know, we have this sudden cut off at 18 when we say children and adults; well my children are in their thirties, they still come home to mum and dad, you know, children don't mature at 18 and I think we would probably look to extend our provision. Interestingly it doesn't really matter who hosts the YOT in many respects but I think my only thought is that police and crime commissioners are police and crime commissioners and actually it goes against the grain when we've been children as offenders, who are children first and I think we have to look at the balance of how we manage those much wider welfare needs of a child if we're suddenly hosted by something which is very much focused on the criminal justice system and maybe moves away from understanding that these are very, very troubled young people; quite often with very troubled parents and families as well, and I wouldn't want to lose that. So there is one PCC who is hosting a YOT very close to me and my own YOT works fine but I think as a drive, I would be concerned actually that these are very troubled young people and they need those welfare services wrapped around them really. Sorry, I've gone on a little bit, I could go on forever.

Sheena Jowett:

Please do. Yes, I mean, the National Probation Service is essential for Magistrates, it is the probation officers that we see in Court, I'd like to say every day in Court but our Court doesn't sit every day now; but when we need probation officers, they are in Court giving us either verbal reports which is the... generally the way we're moving to now, away from written reports. However, the reports we receive are only as good as the information that the probation service has got from the CRCs because that is where the majority of our offenders are going to be supervised in the community. There is another interface that we have and I did mention it when I first spoke, and that is the probation/sentencers meetings and they are held, in the area that I sit in, twice a year. And for the last at least two years, if not three, probation service have attended them and given us updates on what is happening but the CRCs haven't been there and that is one flaw where CRCs could be talking directly to Magistrates, giving us the information of what is happening in the area locally. I say locally, our area is actually huge, the whole of Pembrokeshire and the whole of Ceredigion, that is my bench. But, you need to know what is happening locally, we need the interface with the CRCs and I know there's lots of people who are CRCs today here, so my plea to you would be please come to those meetings, if they're available, HMCTS a plea to you, support those meetings if they're available, if the NPS

and CRCs are willing to engage with Magistrates. But they should be willing to engage with Magistrates.

Professor Chris Fox:

But I was just going to say, I wonder if anyone from the CRC would like to maybe come back on this point?

Sheena Jowett:

That would be great.

John Wiseman:

Probation Director for the two South West Community Rehabilitation companies.

I've sat here very patiently this morning and listened with great interest to all sorts of inputs from various people with all sorts of references to the CRCs, sadly there's been nobody on the panel or speaking directly on behalf of the CRCs; so I think it's only right that one of us at least has the opportunity to say something.

So it's not a question, it's a comment. And I'll try and sort of wrap up a number of the things that have been said and to help me with my thinking process, I'll go through you in the order in which you are sitting on the panel.

But firstly, I absolutely welcome any opportunity to work more closely with Police Crime Commissioners because I think at the end of the day, we are, all of us, trying to achieve the same outcomes in terms of reducing reoffending, reducing offending, and no single organisation, no single agency can do that, working in isolation. We will only achieve that outcome if we work collaboratively one with another.

Just picking up the devolution issue; do we need devolution? I'm not sure that we do, I mean, if we've got it, great and we can make it work to that ultimate outcome, fantastic but actually there's a huge amount that we can achieve as has been suggested by others this morning, even without devolution, and we shouldn't be sitting and waiting for devolution, thinking that that is going to be the answer and the solution. The solution sits within our grasp, here, now, today with the individuals, the leaders of the various organisations, whether it's CRCs, PCCs, NPS, local authorities whoever it might be but we need to grasp the opportunity now to work together in order to achieve those outcomes.

Ian, you've very helpfully pointed out yet again a lot of the failings of TR, a lot of the challenges that have been thrown up by TR and I'm not going to sit here and pretend that some of those problems aren't real, and we need to address those. But my plea to you and to others would be we are where we are, the contract is not going to change any time soon, in my view, and we need to work with that and within the constraints of the contract. Yes, we hope that there will be some improvements arising from the probation system review and like you, I wait with great interest to see exactly what the outcomes of that will be; and with some hope I have to say. But let's not pretend that it's going to be the panacea, it's not going to solve all the problems that we've been experiencing to date. But there have been some really good initiatives, some really positive developments coming out of TR, coming out of the CRCs, and we need to build on those.

I can't say a lot from a youth justice perspective, except that inevitably some of the people that you work with will end up growing into adults who are still in the criminal justice system and we need to make sure that whether they transfer to the National Probation Service or to the CRC, we have that effective system in place to manage that transition and to work with them as best we can to reduce the harm to them and caused by them. I absolutely welcome what you're saying Sheena, about the importance of Magistrate hearing what CRCs are doing and I have to say that we have felt constrained by the earliest probation instruction that came out which actually vested the control and the power with the National Probation Service to limit the access by CRCs to sentencers. Now that PI has been reviewed, it has changed, that position is changing, I can only speak from my own area, we produce sentencers guides which list all of the interventions that we offer in all of our locations; we attend various meetings whether it's the probation liaison meetings, lunchtime meetings and other training events with Magistrates and I think it's absolutely vital that we do so.

So in terms of the question, what role for probation in devolution, as I say, it matters not whether we have devolution or not but there is a critical and central role for probation, be it CRCs or NPS in working in an integrated and collaborative way with all of the other agencies including the voluntary sector who have a role and responsibility for reducing reoffending. Thank you.

Professor Chris Fox:

Thanks. I'm going to ask the panel to come back on a few of those points in a second but just first can we have another CRC Director in the room, Kim, did you want to add anything to those points very quickly and I'll ask the panel to come back on some of these issues.

Kim Thornton:

Thank you. I mean, I don't want to risk repeating but I think that I would say saying that we know that TR has thrown up a lot of complexities; I do think we need to guard against nostalgia of you know, of pre-TR and guard against you know, the thinking that everything was rosy and perfect beforehand and it's only been TR that's come along and create difficulties in the system. Now I think that we do need to have some level of patience around what has been an enormous transformational change in probation in terms of waiting to see how things settle, they still haven't settled, very much in the CRCs in terms of new operating models, new IT, all of the innovations that was expected to be brought by TR, takes some time to deliver and I think that we really need to have some patience in terms of waiting for the CRCs to come into their own in that respect. I think Sheena, your point about the critical interface between the CRCs and the sentencers, that has been restricted and we are still working to kind of be sure that our relationship with the NPS enables us to get access to the sentencers in the way that you'd want it and to be sure that you have the information that you need to make appropriate sentencing decisions, with confidence that those sentences will be delivered robustly and effectively by the CRCs.

I think in terms of the whole devolution, you know, agenda, John has quite rightly said, we've got contracts that we've got at the minute that it's going to be very, very interesting over the next few years to

see how justice devolution shapes up across the various sort of areas. And to see what indications that raises about that critical, you know, recommissioning or commissioning exercise when these contracts are over and you know I'd be interested in terms of what the panel thinks about what that might throw up at that point in time.

The other thing that I think is an interesting one for devolution is around looking at front line services and front line delivery; and to think about how that... what implications that has on front line staff. If we're talking about de-siloisation which I'm sure is not a word, but has been raised today, do we all say we need to think about, and this is another awful word, omni-competent staff, staff that actually work across agendas and aren't specific to very separate organisations. I say that very much from prison probation in mind as the first instance that certainly not as the only instance that actually they ensure that you address some of the barriers by physically making people work across. So I just think that's interesting when you're talking devolution which is about integrating organisations and services and what are the implications of that for integrating staff?

Professor Chris Fox:

Okay, thanks. I think we have time for another input from, brief input from each of the panel members. Obviously, TR very evocative and we could debate TR for a long time; I mean, if you can try and draw it back into the devolution agenda specifically. Shall we just go again, if we just go down the line, if that's okay, [Transcript gap].

Dafydd Llywelyn:

And I wonder whether I will succeed to draw it back to that devolution question that I missed. I just wanted to make one point from, and this is purely a personal view in relation to CRCs, there are some frustrations that are surrounding access to CRC data, so I Chair the local Criminal Justice Board and there's lack of data so they're unable to make that informed view of success or what success may or may not look like, it's difficult when you're not necessarily informed with that information so that's just a [Transcript gap].

I also wanted to just come back to Lesley about some of the points about youth offending because I don't want to be tarnished as perhaps being the PCC that wants to take control, actually it's the opposite, I want to try and facilitate and support. And for me, it's coming back to the focal point that Tony Lloyd mentioned earlier in relation to austerity so the success of the work done by youth offending teams to reduce the number of first time entrants might be used as part of the austerity to reduce resources whereas actually what needs to happen is those resources need to be realigned to the cohort that are now left in effect behind; that's been eloquently described as those that suffer severely from adverse childhood experiences and there's been a pilot within Wales where we've actually aligned clinical psychologists to work with these young people, to try and get to the bottom of the issues. so actually what we need is transformation in terms of that funding and channelling it into potentially different activities to respond to the cohort that are left behind. So hopefully I've redeemed myself from being seen as somebody who wants to take control.

Professor Chris Fox:

Thank you; Ian.

Ian Lawrence:

Well it's a pity people didn't listen to what I said; we want solutions and to us devolution offers something that's blatantly missing from this whole process; accountability. It's okay, owners of CRCs come in here saying we shouldn't be nostalgic, we're not going to be, the fact is you have received billions upon billions pounds of taxpayers money and the accountability system is fundamentally flawed. You have every right to be called to account for what you do, in the same way as I am, in front of my members. What I want is greater transparency which allows you to actually tell it like it is to Government and help us and you to improve your position to deliver what you want. So I think devolution will give us an opportunity to do just that.

And one final thing without being too nostalgic, check out your reoffending rates pre-TR to what they are now.

Professor Chris Fox:

Okay; Lesley.

Lesley Tregear:

Okay; yes, you have redeemed yourself. Interestingly I think that would probably be one thing that I would say that with any localisation or devolution agenda actually that we look to reinvest your savings and YOTs have done that. The enhanced case management model that you're talking about for the adverse childhood experiences are actually replicated through lots of YOTs in different ways really; we've invested in health services and social care support within the YOTs to try and overcome some of those issues that we recognise by the time they get to us.

An interesting note that you bring about the workforce development and working across barriers because that's something that I've raised with the YJB, the Youth Justice Board, with regard to the custody improvements you will all be aware of some of the difficulties in both the adult and the child secure estate and the youth justice. The secure estate is going into the new Prison Service, they're looking to have specialists and one of the things that I've advocated is that we have staff that work across both parts of the sector. So what's wrong with spending 12 months when you first join a YOT, working in the secure estate or maybe that your second 12 months working in the secure estate and coming back and vice-versa. It does break down the barriers. But it's something we've done in the past actually, we used to have social workers from the YOTs that worked in the secure estate; it stopped but I think that's something we need to do. And it's no different really to the probation officers that get seconded to the YOTs, they come to the YOTs, they spend a couple of years with us, they go back to probation, they take the skills back and forwards and that is so important. And one of the things I would say with any chance to reconsider how you formulate youth justice provision in your local areas is to try and encourage that secondment model, it makes such a difference if you come from a children's social work team into a YOT, you suddenly realise it's not quite as easy as you thought, I'm a social worker, I can say this, as easy as you thought it was. And then you can go back and you can take the skills that you've learnt in the YOT back to the social work team, and vice-versa, it breaks down all those stereotypes that we have of one another

when we work in a particular sector. So I'm with you, we should do that more and more.

Professor Chris Fox:

Right thanks. Sheena.

Sheena Jowett:

Devolution means things... have I got the red card already?

Professor Chris Fox:

No, no, no, that's more for me to say we're [Transcript gap]

Sheena Jowett:

Sorry, sorry Huw. Devolution means two quite separate things, I think when you're talking about Wales, we're often talking about devolution of our responsibilities and the laws that we have in Wales and Dafydd is very aware of that. Devolution of course, what we're talking to in England is the services being provided locally. I think as a Magistrate what I want to see is consistency of services available. I want as many services available to as many of our offenders as possible, and to have that we need some minimum standards. Now I don't know who would decide on minimum standards, that's probably not my remit but as a Magistrate, with my sentencing guidelines, looking at them I want to know what I have got and what is available in my local community and that just because I live in Swansea, it's going to be no different to somebody who lives in Birmingham or in London; that's what I would like to see.

Professor Chris Fox:

Right, thank you very much. Right, we're coming towards the end, thank you very much to all of the panellists for your contributions and to everybody from the floor for a really interesting debate.

Session Chair's closing remarks

Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University

I'm not going to say too much more, just to sort of say that I started off by raising some issues around complexity, the challenges of bringing transformation in a very complex system. I think we've heard a lot about that today, I think it'd be fascinating to come back in a couple of years' time and see how some of these justice devolution deals have worked out in practice, whether they've made a difference, whether we could evidence that difference which would be a whole new debate.

There's probably still a lot further to go with this but that's probably where we need to finish today and I'd like just to hand over to Mark to finish off.

Westminster Legal Policy Forum closing remarks

Marc Gammon, Associate Editor

Thanks very much Professor Fox.

Before I close the seminar, I'd just like to take a few moments and I promise it will be very quick; just to thank all those who made today possible and to make a few further business announcements.

Just as a reminder, if there was a question or comment that you didn't quite get the chance to make today, please do consider submitting an article to our post event publication; details on how to do that in your event packs and we suggest an article of around 600 words.

As I mentioned earlier, everything that's been said in the room this morning has been recorded and will be transcribed to produce those post event materials. And subject to permission of the speakers we also hope to include the slides in that document as well.

And now onto thanks and this comes from all of us at the Forum; I'm sure you'll agree that all of our speakers today have been excellent but I did just want to thank especially Tony Lloyd, our keynote speaker from this morning, and thank you especially to our Chairs as well, we're delighted that Liz Saville Roberts was able to be here for our first half and thank you again Professor Fox for not only speaking but for stepping in to guide us through the second half.

So please join me in thanking speakers, Chairs and all in the time honoured and traditional way.

Thank you very much.

List of Delegates Registered for Seminar

Nick	Albrow	Head of Crime (HMCTS Wales)	HM Courts & Tribunals Service
Sally	Alexander	Executive Director, Offender Learning	Milton Keynes College, Buckinghamshire
Safia	Asif	Business Development Executive	Novus
Dr Jon	Bashford	Senior Partner/Co-Author	Community Innovations Enterprise/ <i>Doing it justice: Breaking barriers to criminal justice transformation</i>
Chris	Batchelor	Head of Devolution and Better Regulation Team	Home Office
Nathaniel	Bellio	Policy Adviser	Ministry of Justice
Nigel	Bennett	Justice Director	Seetec
Victoria	Blakeman	Executive Director	Prospects Services
Julie	Boyle	Criminal Justice Project Coordinator	Lifeshare
Dr Claire	Callaghan	Divisional Finance Business Partner	NOMS
Cara	Cinnamon	Development Director	Khulisa
Scott	Cowap	Magistrate	Magistrates' Association
Andy	Coxon	Director of Business & Product Development	AIM Awards
Carolyn	Crosland	Senior Contract Manager	NOMS
Eleanor	Davidson	BPTC Student	The University of Law
Ian	Deasha	Senior Policy Officer	Information Commissioner's Office
Kevin	Dennis	Chief Executive	Nottinghamshire Office of the Police and Crime Commissioner
Claire	Dhami	Lead, Offending, Criminal Justice and the Devolution of Justice	West Midlands Combined Authority
Ruth	Duffin	Senior Strategy Adviser	Ministry of Justice
Rob	England	Operations Manager, Health Lead	Gloucestershire Youth Support Team
Helen	Evans	Policy Manager	Ministry of Justice
Rhiannon	Evans	Director of Services	Supporting Justice
Kelly	Ewers	Service Delivery Design Manager	Interserve Justice
Julia	Fazackerley	Senior Contracts Executive	Lifeline Project
Professor Chris	Fox	Director, Policy Evaluation and Research Unit	Manchester Metropolitan University
Lisa	Frost	Policy Adviser, Sentencing Council	Ministry of Justice
Sally	Garratt	Director of Operations	Novus

David	Glossop	Director	The Wheels Project, Bristol
Jan	Hannant	CRC Director	Sodexo
Joanna	Hargreaves	Policy Support Manager, Wales	NOMS
Geoff	Harris	Director of Prevention and Protection	Greater Manchester Fire Service
Angela	Harrison	Director	Office of the Police and Crime Commissioner for Lancashire
Sarah	Hatherley	Research Team Leader	National Assembly for Wales
Louise	Higginbotham	Head of Resettlement, Partnerships & Employment	Novus
Helen	Holland	Bid Director	Novus
Shane	Hughes	Director	Capita
Joe	Janes	PhD Student	Swansea University
Charlie	Jones	YOT Manager	Bradford Youth Offending Team
Sheena	Jowett	Deputy Chairman	Magistrates' Association
Lynn	Kelly	Head of Operations	Partners of Prisoners
Sally	Kerr	Operational Assurance	NOMS
Dr Omair	Khan	Clinician	Mental Health Care UK
Jennifer	Kimber	Probation Policy Official	Ministry of Justice
Antony	King	Managing Director	Capita
Tony	Kirk	Head of Stakeholder Engagement	National Probation Service
Helen	Latham	IOM/Devolution Manager	Cheshire & Greater Manchester CRC
Ian	Lawrence	General Secretary	Napo
Tony	Lloyd	Interim Mayor and Police and Crime Commissioner	Greater Manchester
Dafydd	Llywelyn	Police and Crime Commissioner	Dyfed-Powys
Oliver	Lodge	Director, Justice VFM	National Audit Office
Katie	Lomas	National Vice-Chair	Napo
Jason	Lowther	Public Service Reform Team	West Midlands Combined Authority
Jason	Mansell	Director, Offender Learning and Skills Service	Milton Keynes College, Buckinghamshire
Colin	Mark	Senior Contract Manager	NOMS
James	Maxwell	Strategy Adviser	Ministry of Justice
Donna	Meade	Head of Operations	Cheshire & Greater Manchester CRC

Dr Francesca	Menichelli	British Academy Postdoctoral Fellow, Centre for Criminology	University of Oxford
Ellen	Miller	Victim Services Director	Victim Support
William	Minnett	Senior Policy Advisor	Ministry of Justice
Karen	Morgan-Read	Violence against Women and Girls Strategy Manager	Crown Prosecution Service
Professor Stephen	Morris	Professor of Evaluation	Manchester Metropolitan University
Aileen	Murphie	Director	National Audit Office
David	Nicholson	North-West Regional Director	Restore Support Network
Porsha	Nunes-Brown	Network & Communication Officer	Caritas Social Action Network
Steve	O'Hare	Head of Business Development	learndirect
Melanie	Peace	Partnerships Adviser - North West	Youth Justice Board
Coralie	Perella	Business Development Executive	Novus
Rachael	Peters	Policy & Design Manager	HM Courts & Tribunals Service
Gail	Porter	Families Programme Director	Liverpool City Council
Manjinder	Purewal	Chief Officer	Warwickshire & West Mercia Community Rehabilitation Company
David	Raho	Journalist	Probation Journal
Priscilla	Roberts	Project Manager	Achieve North West Connect
Laura	Saidler	Crime and Disorder Co-ordinator	Greater Manchester Fire Service
Liz	Saville-Roberts MP	Plaid Cymru Shadow Spokesperson for Home Affairs	House of Commons
Amanda	Segelov	CJ Police Officer	Gloucestershire Constabulary
Paul	Senior	Chairman	Probation Institute
Liz	Short	Regional Safer Custody Lead	Public Sector Prisons
Councillor Stan	Shreeve	Chairman, Safer and Stronger Communities Scrutiny Panel and Councillor for the Humberston and New Waltham Ward	North East Lincolnshire Council
Paul	Singh	Commissioning Advisor	NOMS
Sara	Smith	Senior Policy Advisor, Governance and Early Intervention, Youth Justice Policy	Ministry of Justice
Matt	Spencer	Director	HMP Forest Bank
Vivian	Stafford	Head of Partnerships and Commissioning	Office of the Police & Crime Commissioner for Cumbria
Luke	Taylor	Deputy Director	Ministry of Justice
Riana	Taylor	CEO	Circles UK
Sue	Taylor	SCS1	NOMS

Jamie	Thorne	Strategic Account Manager	Cisco
Kim	Thornton	Director of Rehabilitation & Professional Practice	Interserve Justice
Lesley	Tregear	Youth Justice Service Manager/Chair	Warwickshire County Council/Association of Youth Offending Team Managers
Steven	Tysoe	Senior Policy Advisor	Ministry of Justice
Anita	Valentine	Regional Safer Custody Lead	NOMS
Michael	Ventris	Co-commissioning Manager	NOMS
Lesley	Ward	Head of Services Delivery & Development North & East Midlands	Pact
Piotr	Wegorowski	Research Service Student Placement	National Assembly for Wales
John	Wiseman	Probation Director	BGSW CRC/DDC CRC
Benjamin	Wood	Head of Legal Operations	HM Courts & Tribunals Service

Contributor Biographies

Claire Dhami, Lead, Offending, Criminal Justice and the Devolution of Justice, West Midlands Combined Authority

Claire has a proven track record working in education, criminal justice and youth offending for the last 20 years. She has been the lead for Targeted Youth Support and Youth Justice Services in Walsall for 7 years implementing a holistic system for young people at risk of offending focusing on criminogenic need and desistance. Claire is an authentic leader committed to change and improvements for children and young people. Claire is currently working for the West Midlands Combined Authority Public Service Reform Team leading on Offending, Criminal Justice and the Devolution of Youth Justice. Twitter @Claire_dhami

Rob England, Operations Manager, Health Lead, Gloucestershire Youth Support Team

Rob is the Operations Manager for Gloucestershire Youth Support, serving vulnerable young people subject to statutory and 'edge of statutory' services. He is also responsible for the provision of community health for these young people (Mental Health, Specialist Substance Misuse, Speech and Language Therapy, Physical Health nursing, TP and sexual health co-ordination). He is a BPS and HCPC Chartered Psychologist and is also a member of NHS England's national Health and Justice Expert Reference Group, representing young people's health within the justice system and within liaison and diversion practice.

Professor Chris Fox, Director, Policy Evaluation and Research Unit, Manchester Metropolitan University

Chris is a Professor of Evaluation and Policy Analysis at Manchester Metropolitan University and a Governor of the University. He leads the Policy Evaluation and Research Unit and is involved in a wide range of evaluation and research projects, mostly in the fields of criminal justice and welfare. Chris has a long-standing interest in justice devolution. He co-authored *Justice Reinvestment: Can the Criminal Justice System Deliver More for Less*, published by Routledge. He was formerly Home Office Regional Advisor on Research and Analysis for the North of England and a member of the Greater Manchester Reducing Re-Offending Group. Currently, he is a member of the Probation Inspectorate Advisory Board and a Trustee of Coaching Inside and Out.

Ian Lawrence, General Secretary, Napo

Ian was elected as Napo's General Secretary in the summer of 2013, and his election was the first for many years of a senior trade union leader from the BME community. Ian first joined Napo as Assistant General Secretary in 2008 from the Public and Commercial Services Union (PCS). This followed service with its predecessor unions PTC and IRSF as an elected local and national representative and then full time official. His PCS career included a spell as Group Secretary to the 80,000 strong Revenue and Customs section of the union, and three years working in the Criminal Justice Sector. He also spent over two years within the PCS Commercial Sector where he negotiated with a wide range of private sector companies on behalf of members who had been transferred from the Civil Service on TUPE terms. Ian's current role with Napo includes being Chief Negotiator and the Union Side Joint Secretary of the National Negotiating Council, covering members working within the National Probation Service and the 21 Community Rehabilitation Companies. Ian lives in Biggin Hill, Kent.

Tony Lloyd, Interim Mayor and Police and Crime Commissioner, Greater Manchester

Tony was born in Stretford, Greater Manchester, in 1950 and attended local schools before studying Mathematics at the University of Nottingham and Business Administration at Manchester Business School. He taught at Salford University in the Department of Business and in 1979 he was elected to Trafford Council where he served until 1984. Tony was elected to Parliament in 1983, initially representing Stretford and subsequently Manchester Central. He stood down in 2012 to contest the Police and Crime Commissioner election. He held a variety of high-profile positions in the Labour Party and the Government, including leading the British delegation to the Parliamentary Assembly of the Organisation for Security and Cooperation in Europe. In June 2015, Tony was appointed Interim Mayor of Greater Manchester. A keen football fan, Tony has four adult children and enjoys walking and running. He is a member of Amnesty International, the National Trust, the Woodland Trust, the Bumblebee Conservation Trust, the Co-op Party, the Labour Party, the GMB and Unite. He still has an ambition to keep bees.

Dafydd Llywelyn, Police and Crime Commissioner, Dyfed-Powys

Dafydd Llywelyn was elected as one of the two new Plaid Cymru PCCs during May's election and is the PCC for Dyfed-Powys Police. The Force covers over half the land mass of Wales and during the PCC elections had the highest turnout of all PCC elections at 49%. Dafydd is a former Principal Intelligence Analyst and worked within Police intelligence for many years before, in 2014, moving to Aberystwyth University to lecture on Criminology. His career has provided him with considerable insight into core policing issues as well as an understanding of what the public want from the service. Dafydd hopes his keen interest in Leadership and Corporate Strategy will also be a positive influence on Dyfed Powys Police, the staff and the service it provides. He has pledged to reinvest in CCTV and prevention activities and has refused to appoint a deputy. Dafydd is a fluent Welsh speaker, a family man with 4 children and enjoys all sports but takes particular delight in following Wales' football team home and abroad.

Jason Mansell, Director, Offender Learning and Skills Service, Milton Keynes College

Jason Mansell has 18 years' experience of leading education delivery within the criminal justice sector at both an operational and a strategic level. He is committed to providing learners who are the furthest away from realising their potential with the opportunity to be the best they can be. Through clear leadership, he has developed successful high performing teams that innovate and deliver excellence. Jason leads close partnership working with a range of senior stakeholders, senior commissioners, Government Officials and HMIs and has an extensive understanding of prison education which has ensured a significant increase in Milton Keynes College's national reputation within this sector.

Ellen Miller, Victim Services Director, Victim Support

Ellen is Director for Northern England/East Midlands at Victim Support, as well as having a national role in leadership on domestic abuse/sexual violence, and on developing new support models and outcomes measurement. She joined VS in 2015, having been CEO of a regional charity. Before this she spent 20+ years in local government, half of it as a Chief Officer, in Strategy and Commissioning roles, as well as working at KPMG with clients including national and local government and private sector. Her particular interests are enabling people to find and build resilience; and remaining ethical and pioneering as a charity in a marketised environment.

Malcolm Richardson, Chairman, Magistrates' Association

Malcolm joined the Magistrates' Association (MA) Council first in 1994 after joining his branch executive committee in 1992. He has served on Council continuously since 1998, joining the Family Proceedings Committee in 2001 and being its Chairman from 2002-2005. He served on the Board of Trustees from 2005-2008, resigned for business reasons but re-joined in 2009 when he was also appointed to the Sentencing Policy and Practice Committee. He was elected Deputy Chairman in 2009, was closely involved in the creation and implementation of the new Royal Charter and Bye-laws in 2012 and leads on family policy development and advocacy. He was elected MA Chairman in November 2015; the first chairman to have come to the role via an election in which every member could vote, having been the driving force behind the governance changes that enabled that to happen.

Liz Saville Roberts MP, Plaid Cymru Shadow Spokesperson for Home Affairs

Liz Saville Roberts was elected as Dwyfor Meirionnydd Member of Parliament in May 2015, the first woman to represent the region and Plaid Cymru's first female MP. She previously worked as a news reporter in London and North Wales, and then as a Further Education lecturer with Coleg Meirion Dwyfor, where she developed Welsh language education. She was a Gwynedd county councilor between 2004 and 2015, representing Morfa Nefyn on the Llŷn Peninsula. Originally from Eltham in London, Liz learnt Welsh whilst at university in Aberystwyth. Liz is a member of the Welsh Affairs Select Committee and speaks for Plaid Cymru in Westminster on; Health, Education, Home Affairs, Environment and Rural Affairs, Energy, Local Government and Women & Equalities.

Councillor Stan Shreeve, Chairman, Safer and Stronger Communities Scrutiny Panel and Councillor for the Humberston and New Waltham Ward, North East Lincolnshire Council

Councillor Stan Shreeve is a Conservative member of North East Lincolnshire Council. Although NELC is minority Labour controlled, Councillor Shreeve is Chair of Safer and Stronger Community scrutiny panel, deputy Chair of Regeneration Housing and Environment scrutiny panel and deputy Chair of Audit and Governance committee. Stan has special interest in community cohesion, sponsoring partnership working with stakeholders including Police, Probation services, Community Pride and voluntary groups, actively encouraging the development of community self reliance. Stan has enjoyed a private sector career in management and finance in both the food industry and business services. He has extensive experience of working in Europe.

Lesley Tregear, Youth Justice Service Manager, Warwickshire County Council and Chair, Association of Youth Offending Team Managers

Lesley has almost 25 years of experience in youth justice, is Chair of the Association of YOT Managers (AYM) and the Warwickshire YOT manager. Committed to safeguarding young people and ensuring young offenders are seen as young people first, Lesley developed the Family Intervention Project, the foundation of Warwickshire's Troubled Families initiative; and on behalf of the LSCB developed the CSE strategy. Recognition of Lesley's commitment to partnership working resulted in her appointment as Chair of the LCJB, having been part of the design team for the multi-agency Justice Centres in Warwickshire, and in leading the implementation of the MASH in Warwickshire.

All biographies provided by speakers