



# ACPO Excellence in Policing Awards 2009

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Please use this form to submit your entry for the ACPO Excellence in Policing Awards 2009. Entries are invited from all UK police forces, multiple police organisations working collaboratively and in partnership.

The purpose of the Awards is to share effective practice to improve service to the public. By submitting this form you confirm your consent to it being published.

Submissions will be considered by a panel of representatives from at least two ACPO Business Areas, The Home Office, NPIA and the Awards sponsors who will be looking for evidence that the project or initiative:

- addresses an identified need
- is innovative
- enhances service delivery (e.g. quality of service, efficiency, cost-effectiveness, productivity, performance)
- achieves results that are measurable and sustainable

Submissions are limited to a total of 1,000 words and must be forwarded by email to [awards@eip-conference.co.uk](mailto:awards@eip-conference.co.uk) by no later than 12 noon on Wednesday 12th August 2009. The organisers regret that late entries cannot be considered. The panel will choose four winning entries that best meet the above criteria. The winners will then be invited to showcase their initiative at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009. Conference delegates will vote for the initiative that they consider most deserving of the overall Excellence in Policing Award 2009.

**Please complete all fields**

## SYNOPSIS OF PROJECT

**PROJECT TITLE:**

Choices and Consequences (C2)

**POLICE FORCE, ORGANISATION OR PARTNERSHIP:**

Hertfordshire Constabulary

**INTRODUCTION**

*Please describe in no more than 200 words why the project was undertaken, how the need for it was identified and the results it was intended to achieve*

Home Office figures indicate that prolific offenders (0.5% of the active offending population) commit 9% of all crime, and drug use often accompanies persistent, acquisitive crime. Intensive interventions can have a positive crime reduction and rehabilitative effect on prolific offenders, but organisational problems can arise when the several agencies responsible for PPO management work together to achieve this common goal including as a result of:

- Organisational differences between police, probation and drug services;
- Limited staff and financial resources;
- Lack of access to resources (including housing) and support from key partners and strategic partnerships.

The Choices and Consequences (C2) project seeks to address these issues and thereby:

- Reduce acquisitive crime by 4%
- Increase sanction detection rate for burglary dwelling from 16% (06/07) to 20%, and vehicle crime from 8.1% to 12%
- Increase offences taken into consideration (TICs).
- Improve intelligence and understanding of criminal markets
- Increase number of PPOs engaging with rehabilitation programmes and maintaining an economically active and addiction-free lifestyle.
- Identify cost savings, greater than the investment, for the Criminal Justice System (CJS) as a whole.

Intuitive thinking that some offenders want to desist from crime, led to the development of C2.

## **WHAT WE DID**

*Please describe in no more than 200 words how working practices have changed or developed to achieve the intended results*

- Judicial agreement to introduce deferred sentences and Community Orders for delivery of C2 programme and allowing potential sentences to be raised in police detention. This enables police to offer incentives to offenders who make a decision to desist from crime and fully admit their past criminality.
- Extended use of remand into police custody enables extensive investigations.
- Police, Probation and drug workers' early involvement in offender management through cell interviews to assess motivation and suitability for C2.
- Police methodology shifted from primarily enforcement focus to one where effective relationships are built with offenders to address criminogenic factors, promote rehabilitation and prevent recidivism.
- Improved police liaison with Crown Prosecution Service, defence solicitors and court staff ensures efficient court proceedings.
- Trained police volunteers contact C2 victims at every stage, report offenders' progress and create opportunities for Restorative Justice.
- Prison Service agreement to take potential C2 offenders to a specified prison, facilitates ongoing assessment, commencement of CARATs work, and release preparation.
- Crown Court agreement to release offenders on Mondays facilitates multi-agency support to access benefits, housing and essential services.
- Follow-on support, including mentoring for offenders and partners.
- Co-location of police, probation and drug workers.

## **WHAT IT INVOLVED**

*Please describe the key elements of the project in no more than 200 words. Where new investment was required an indication of the cost or other resources used should be included*

Offenders must admit all previous criminality to enter C2. This powerful psychological step demonstrates their break from their past. They are charged and remanded for 3 months for detoxification, pre-sentence reports and preparation of a rehabilitative programme. The Court imposes a bail period when the offender is managed by probation, with police enforcement and drug treatment interventions as required. If compliant, the judge may defer sentence for 6 months. If the offender successfully follows the rehabilitative programme, the judge may impose a community sentence. However, if the requirements of the community sentence are not adhered to, the offender is returned to court which will apply a custodial sentence reflecting the full extent of the offender's admitted criminality.

£600,000 funding was obtained for the three year project to finance:

- Additional staffing
- Drug treatment interventions
- Community based interventions
- Housing provision eg rent deposits
- Education, training
- Mentoring
- Victim contact
- Rehabilitative programmes
- Dental health provision

Indicative savings based on 40 offenders engaged so far

- Prison Service: £35,000 per annum for offenders in the community
- Police: £2,147 per detected offence
- The wider community: potential annual saving of £206,000 per offender (crimes prevented)

## WHAT IMPACT IT HAD

*Please describe in no more than 200 words the measures used to assess the impact of the programme, the results obtained and how it will be sustained*

- 37 C2 offenders admitted over 4,000 crimes.
- Earliest offenders in the community for over 18 months - many now employed, training or in treatment. The most advanced showing strong signs of long term success.
- 2008/9 Sanction Detection rate for dwelling burglary - 21.45% (target 20% of which C2 contributed 44.9%).
- 29% increase for annual number of TICs from 2408 (06/07).
- High level of victim satisfaction amongst burglary victims.
- Reduction of crime can only be measured for those who would have been released from their custodial sentences; this has just begun. Based on admissions, the average offender would commit 152 crimes every 12 months; this is the potential reduction to be achieved.
- Closer sharing of knowledge and co-working across agencies in offender management; eg, probation interview offenders in police cells reinforcing offenders' commitment to change.
- Detailed debriefing of offending methods, identifies learning for crime reduction and detection. This is disseminated locally and nationally.
- C2 has produced widespread UK interest. United Nations sponsored study group visited from Russia.
- The project has driven changes across the Criminal Justice System led by the police.
- C2s' high profile has enabled faster partnership engagement.

## LESSONS LEARNED

*Please describe in no more than 200 words any lessons learned by implementing the project and any factors which are critical to its success*

- Judiciary and partner engagement is vital.
- The importance of courts adapting listing procedures so releases only occur when support is available.
- Offenders can be effective in helping others change, engaging with offenders in cells and referring others to C2.
- Offenders have a powerful voice; many have spoken at county and regional multi agency forums and police training courses.
- Importance of rigorous drug testing and prompt intervention.
- Only 16% of C2 victims express a negative view.
- Staff must believe in C2 principles. As more officers become involved this continues to grow.
- Active press management promoting positive aspects of C2 and victim feedback is critical in avoiding misrepresentation and increasing public confidence.
- Joint agency funding enables timely provision of interventions to ensure maximum benefit to offenders' rehabilitation.
- Partners' easy access to joint budget cuts bureaucracy.
- Early indication of sentencing enables C2 to use the prison remand period productively for treatment and preparation for release.
- Independent evaluation by the University of Hertfordshire has identified significant financial savings to Prisons, Courts, Police and society.
- Debrief of C2 offenders provides crime reduction information, and feedback on efficacy of drug treatment regimes.

## CONTACT

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Please check this box to confirm that you agree to your entry being published or featured in Police Professional Magazine, on the EIP Website and by any other means deemed appropriate by the EIP planning team for the overall benefit of policing.

Please check this box if you would like to enter this project for the ACPO Excellence in Policing Awards 2009. NB. This box should only be checked if you are agreeable to making a short presentation about the project at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009.

Entries for the Excellence in Policing Awards must be authorised by an officer of ACPO rank or police staff equivalent. Please enter the name of the authorising officer below:

Entry authorised by:  
T/ACC Chris Miller

Date:

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