



LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

Thursday, 8 December 2016 at 10.00 am

Guthlaxton Committee Room, County Hall, Glenfield

Agenda

1. Introductions
2. Minutes of previous meeting. (Pages 3 - 10)
3. Matters arising
4. Declarations of interest
5. LSCSB Performance Update - Quarter 2. (Pages 11 - 16)
6. Leicestershire Police Update
A presentation will be provided by Chief Inspector Andy Lee.
7. Supporting Leicestershire Families (Pages 17 - 48)
8. Strategic Partnership Board Update. (Pages 49 - 52)
9. Partner Change Update - National Probation Service (Pages 53 - 54)
10. Health and Wellbeing Board Update.
A presentation will be provided by the Director of Public Health, Mike Sandys.
11. Local Alcohol Action Areas Phase 2. (Pages 55 - 56)
12. Crimestoppers.
A presentation will be provided by Lydia Patsalides, East Midlands Regional Manager, Crimestoppers.
13. Other business



14. Date of the next meeting

The date of the next meeting is 23 February 2017 at 10:00 am.

Minutes of a meeting of the Leicestershire Safer Communities Strategy Board held at County Hall, Glenfield on Thursday, 8 September 2016.

Present

Mr. J. T. Orson JP, CC - in the Chair

Cllr. Lee Breckon JP	Community Safety Partnership Strategy Group Chair - Blaby District Council
Cllr. Malise Graham MBE	Community Safety Partnership Strategy Group Chair - Melton Borough Council
Cllr. Kevin J. Loydall	Community Safety Partnership Strategy Group Chair - Oadby and Wigston Borough Council
Cllr. Jonathan Morgan	Community Safety Partnership Strategy Group Chair - Charnwood Borough Council
Cllr. Rosita Page	Community Safety Partnership Strategy Group Chair - Harborough District Council
Cllr. Trevor Pendleton	Community Safety Partnership Strategy Group Chair - N. W. Leicestershire District Council
Jane Moore	Head of Supporting Leicestershire Families and Safer Communities
Mina Bhavsar	Head of Adult Safeguarding (LLR CCG Hosted Safeguarding team) representing Ket Chudasama ; Ast Director of Corporate Affairs (WLCCG)

Officers

Rik Basra	Leicestershire County Council
Chris Brown	North West Leicestershire District Council
Paul Collett	North West Leicestershire District Council
Ronan Browne	Melton Borough Council
Bill Cullen	Hinckley & Bosworth Borough Council
Thomas Day	Harborough District Council
Sarah Pennelli	Blaby District Council
Gurjit Samra-Rai	Leicestershire County Council
Chris Thomas	Leicestershire County Council
Chris Traill	Charnwood Borough Council

Others

Lord Willy Bach	Police and Crime Commissioner
Matt Cane	Leicestershire Fire and Rescue Service
DCI Jonny Starbuck	Leicestershire Police

Mike Hughes

Twenty Twenty

Apologies for absence

Bob Bearne

Community Rehabilitation Company for Derby,
Leicestershire, Nottinghamshire and Rutland.

Cllr. Chris Boothby

Community Safety Partnership Strategy Group
Chair - Hinckley and Bosworth Borough Council

Cllr. Tony Mathias

Rutland County Council

David Lingard

Hinckley and Bosworth Borough Council

93. Introductions

The Chairman welcomed everyone to the meeting and all those present introduced themselves.

94. Minutes of previous meeting.

The minutes of the meeting held on 8 June 2016 were taken as read and confirmed as a correct record.

95. Matters arising

Substance Misuse (Minute 89)

It was reported that at the meeting of the LSCSB Senior Officer Group on 18 August 2016 a presentation had been given regarding Turning Point's progress in providing the specialist substance misuse services. Turning Point had been invited to the next Senior Officer Group meeting to provide further statistics and they would also attend a future meeting of LSCSB.

96. Declarations of interest

The Chairman invited members who wished to do so to declare any interests in respect of items on the agenda for the meeting.

No declarations were made.

97. PCC Update.

Lord Willy Bach provided a verbal update on his progress since taking on the role of Police and Crime Commissioner. Lord Bach reported that he had been involved in partnership working including visiting Community Safety Partnerships which he found very helpful. Lord Bach thanked partners in Blaby for their assistance in tackling anti-social behaviour in Countesthorpe. He also reported that he had spent a productive day with North West Leicestershire District Council, and had also attended an event at Groby College that aimed to raise awareness of hate incidents and hate crime among young people and Sylvia Lancaster OBE was present at this event.

Lord Bach provided an update with regard to his Police and Crime Plan which was required to be published by 31 March 2017. The Plan was to have four strategic areas which were as follows:

- Putting victims first;
- Protecting the vulnerable from harm;
- Connecting with people and neighbourhoods;
- Value for money.

A public consultation was taking place via telephone and email regarding the public's views on policing and the results would feed into the Police and Crime Plan. Lord Bach asked those at the meeting to persuade as many people as possible to respond to the consultation. 600 responses had been received during the first 8 days of the consultation.

A further update on the Police and Crime Plan would be provided at the meeting of the Police and Crime Panel on 5 December 2016.

RESOLVED:

That the update be noted.

98. Leicestershire Fire and Rescue Service.

The Board considered a report from Paul Weston - Area Manager Community Safety and Response, which provided an update on Leicestershire Fire and Rescue Service (LFRS). A copy of the report is filed with these minutes. The report was presented by Matt Cane who had recently taken on a new role as Head of Community Safety at LFRS.

It was clarified that Market Harborough Fire Station would upgrade to wholetime day crew and on-call at night fire engines on 28 September 2016, and Lutterworth Fire Station would have the same upgrade in December 2016. Procurement was underway for the new Tactical Response Vehicles (TRVs) and it was aimed that the second on-call fire engines at Coalville, Melton, Market Harborough and Loughborough Stations would be replaced by 1 April 2017. The second on-call fire engine at Oakham Fire Station had already been temporarily replaced with a trial TRV borrowed from Yorkshire Fire Service however as the specifications of this appliance were not ideal for its required purpose the new TRVs to be procured by LFRS would be built differently.

The Community Safety Partnership Strategy Group Chair for Harborough requested to be provided with a briefing statement on the changes to Fire Services in Market Harborough in advance of the changes taking place. Matt Cane agreed to provide a briefing statement for Harborough and also for the other Community Safety Partnerships which were to see changes to their local Fire Services. It was confirmed that no changes would take place to Fire Services in Hinckley.

Matt Cane reported that partners had been involved with carrying out Home Fire Safety Checks in Leicestershire, in addition to those conducted by LFRS, and it was aimed to increase the amount of checks carried out by partners in future. It was intended to target vulnerable people in particular for checks.

A further Fire Service initiative was the setting up of a fishing club in Braunstone which enabled youngsters to be spoken to about general issues such as safety, security and health, whilst they were participating in fishing activities.

Further information was given on the 'Braunstone Blues' project which aimed to reduce demand for 999 services in the Braunstone area of Leicester. It was reported that whilst the demand for Police and Fire Services had reduced slightly in Braunstone over the last year, East Midlands Ambulance Service had not seen the same rate of reduction in demand. This was consistent with an overall increase in demand for ambulance services in the region.

Braunstone Blues was a 2 year project and as the funding would cease at the end of that period the aim was to train specialist volunteers to deliver the service in future. Given the lack of funding, the Braunstone Blues model would not be expanded out to other areas of Leicestershire, so instead the work would be conducted by local fire stations. Questions were raised by Members as to how the good work and learning from the Braunstone Blues project could be passed onto other areas of Leicestershire. It was noted that the issue linked in with the troubled families agenda and that a report regarding LFRS would be going to the Strategic Partnership Board -Executive Group and it was proposed that a similar report be brought to a future meeting of the LSCSB.

RESOLVED:

That the report be noted.

99. LSCSB Performance Update - Quarter 1.

The Board considered a report from Rik Basra regarding Safer Communities' Performance 2016/17 Quarter 1. A copy of the report is filed with these minutes.

It was noted that most performance indicators were showing an improvement however hate crime was still a concern. Lord Bach stated that an announcement would be made soon regarding funding the Office of the Police and Crime Commissioner would be providing for tackling hate crime.

Some members of the Board requested clarification on the definition of a hate crime. An explanation was given which emphasised that a hate crime comprised of a criminal offence such as criminal damage or assault which had a hate element to it, whereas a hate incident did not involve a criminal offence but related to the perception of the victim. The Community Safety Partnership Strategy Group Chair for Oadby and Wigston Borough Council drew Board Members attention to a document entitled "Action Against Hate – The UK Government's plan for tackling hate crime" which the Police based their forward plans on. This document gave a definition of hate crime. It was suggested that LSCSB members sign up to this document and it was agreed that this proposal would be considered at a future meeting of the Senior Officers Group.

It was noted that at the last meeting of the Senior Officer Group there had been an agenda item on hate crime and it was agreed to consider hate crime at a future meeting of LSCSB.

It was confirmed that in the Safer Communities Performance Dashboard, which was appended to the report, where it referred to the Supporting Indicators 'Reported hate incidents (per 1,000 population)' this referred to all hate crime not just those relating to terrorism. However, it was agreed that officers would look at this and provide further clarification.

It was reported that MARAC referrals were on the increase. The Domestic Violence Delivery Group was looking at ways of increasing the capacity of MARAC to deal with referrals.

RESOLVED

- (a) That the 2016/17 Quarter 1 performance Information be noted.
- (b) That hate crime be an agenda item for a future meeting of the LSCSB.

100. ASB Case Management Review.

The Board considered a report from Rik Basra which introduced the ASB Case Management Review.

In response to a question from the Chair regarding timescales for implementing the recommendations of the Review, it was reported that some recommendations had already been actioned whereas others such as technical fixes would take longer. A full update would be provided to the Board at its next quarterly meeting.

The Community Safety Partnership Chairs requested to receive reports of the findings relating to their individual districts so they could probe further into areas of concern. Rik Basra agreed to provide this information to them. It was emphasised by Rik Basra that there had been some very good practice identified with regard to ASB Case Management as well as areas for improvement, and therefore it was suggested that the report could be updated to include areas of good practice so that this information could be shared across the various CSPs.

With regard to the concerns identified in the report about the use of Sentinel it was noted that these issues were picked up through the ASB Delivery Group and the ASB Strategy Group, and a training package for the use of Sentinel was being devised. Sentinel was created by a software development company called Vantage and whereas previously the way the system worked was dictated by Vantage, now Vantage were being told what the requirements of Leicestershire were and asked to develop the system accordingly. A further update on Sentinel would be provided at the next meeting of LSCSB.

A query was raised regarding management information reports from Sentinel which had been previously received by CSPs but were no longer. It was noted that since the Sentinel Group merged with the ASB Strategy Group the management information was now received by the ASB Strategy Group. It was agreed that the membership of the ASB Strategy Group would be checked to make sure that this information was being fed back to the correct person at CSPs.

RESOLVED:

That the contents of the report be noted.

101. Domestic Abuse.

The Board considered a report and presentation from Detective Chief Inspector Jonny Starbuck on the Domestic Violence Delivery Group (DVDG). Copies of the report and presentation slides are filed with these minutes.

In answer to a question from the Chairman it was confirmed that the DVDG dealt with all forms of domestic abuse not just violence.

Reassurance was given that sufficient resources were being put into tackling domestic violence. Every domestic incident was assessed using the DASH (Domestic Abuse Stalking and Honour Based Violence) system and given a rating of either 'Standard', 'Medium' or 'High', however resources were allocated to an incident regardless of the rating because whilst the level of criminality for an incident may be low the harm caused may still be high.

In answer to a question regarding storage of information/intelligence relating to domestic incidents it was stated that the DASH system recorded a number of different indicators relating to domestic abuse. Any incident given a High rating would be referred to the MARAC (Multi-agency Risk Assessment Conference). Any information regarding children would be referred to the Children's Social Care department. Use of the DASH system began in 2009 so information recorded on it only went back that far, however the Police National Computer database went back tens of years and other databases such as NICHE and CIS went back as far as 1997. DCI Starbuck emphasised that the extent that databases were searched to find information had to be proportionate as it could take many hours and resources to search for information on the databases.

RESOLVED

That the update on the Domestic Violence Delivery Group be noted.

102. Prevent and Hate Update.

The Board received a verbal update from Gurjit Samra-Rai, Community Safety Team Manager on the work of the Prevent Officer, and ongoing work taking place to tackle hate crime in Leicestershire. The following points were highlighted:

- Over 130 WRAP (Workshop to Raise Awareness of Prevent) sessions had been delivered across Leicestershire and Rutland, with approximately 2650 people trained since the Prevent Officer took up post in October 2015. Many of these sessions had been delivered in schools; the Schools Annual Safeguarding Survey stated that compliance with the new Prevent Duty was high across Leicestershire County.
- The Prevent Officer had delivered a WRAP session to Early Years Childcare Providers; City and County childcare providers were represented. Feedback on the session was positive and as a result it was decided that this would be rolled out into a training programme which would be delivered from 19th September 2016.
- Relevant contacts had been made within Leicestershire County Council in order to plan the delivery of WRAP sessions to Foster Carers and Parents and Carers of people with Learning Disabilities.
- Links had been established with the Suffolk Hate Crime project delivered by Suffolk County Council who had developed a successful Prevent workshop for

people with learning disabilities. A bid had been submitted to the Office of the Police and Crime Commissioner for Leicestershire to enable the procurement of the Suffolk Prevent product for residents of Leicestershire and Rutland with learning disabilities.

- Work was ongoing with District and Borough Councils in order to support them in their local Prevent Duty with advice, guidance, updates and best practice.
- The 5th National Hate Crime Awareness Week was taking place between 8th and 15th October 2016. The plan for this year was to raise awareness and build community cohesion using food, culminating in a recipe book.
- Work was being undertaken regionally to establish a Prevent Officer network along with colleagues from Lincolnshire and Nottinghamshire. It was noted that both areas were keen to work with Leicestershire in relation to the community cohesion project focussed around food. The Chairman endorsed this regional collaboration.
- Work was underway with a training and development organisation that was developing a Prevent workshop for primary aged children. Funding was being sought and if this bid was successful, the project would be delivered as a pilot training programme to 20 schools in Charnwood and Northwest Leicestershire.
- Quarterly Prevent updates were being taken to the Leicestershire and Rutland Safeguarding Executive (the joint adult and children's meeting); and a Prevent session was to be delivered at the Joint City and County Safeguarding event in October 2016.
- Ongoing work was taking place around threats from extreme far right groups in Leicester, Leicestershire and Rutland. It was important to note that post the EU referendum a rise in hate crime had been seen nationally, which could lead to a possible fracture in communities and possible increases in vulnerabilities in people in Leicestershire.
- The Prevent Officer was closely liaising with the Hate Project Co-ordinator; they were working with a federation of schools within the County to deliver specialised training around hate crime and extremism and looking at community cohesion work.

As a result of a query raised at the Police and Crime Panel by the Community Safety Partnership Strategy Group Chair – Oadby and Wigston Borough Council, copies of the Leicester, Leicestershire and Rutland Strategy Statement for Tackling hate Crime were circulated at the meeting and a copy is filed with these minutes.

103. United Against Violence and Abuse (UAVA) Update.

The Board considered a report from Gurjit Samra-Rai which provided an update on the Joint Commissioning Assurance Board and its oversight of the United Against Violence and Abuse contract. A copy of the report is filed with these minutes.

RESOLVED:

That the update be noted.

104. Twenty Twenty.

The Board received a presentation from Mike Hughes, founder and Chief Executive of Twenty Twenty on the work of the organisation. A copy of the presentation slides is filed with these minutes.

Mike Hughes explained how the organisation dealt with young people who were not in school, college or work and aimed to provide them direction in their life and help them set meaningful goals. Part of the service provided by Twenty Twenty was mentoring by volunteers. The mentors were carefully matched with the mentees on the basis of similar interests, where they resided and compatible personalities.

Referrals to Twenty Twenty came from various organisations such as the police, Social Services and families.

It was confirmed that in the past year 206 young people in Leicester, Leicestershire and Rutland had been engaged with by Twenty Twenty and out of those 114 were no longer receiving assistance from the organisation. 85% of that 114 had moved onto further education, an apprenticeship or a job. Checks were conducted every 3 months to ascertain whether an individual had remained with the Twenty Twenty programme and it was planned to track people over a year to ascertain their progress.

105. Dates of future meetings.

It was agreed that future meetings of the Board would take place at County Hall at 10:00am on the following dates:-

8 December 2016;
23 February 2017;
2 June 2017;
4 September 2017;
1 December 2017.

10.00 am - 12.15 pm
08 September 2016

CHAIRMAN

LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

8TH DECEMBER 2016

SAFER COMMUNITIES PERFORMANCE 2016/17 Q2

Introduction

1. The purpose of this report is to update the Board regarding Safer Communities performance.
2. The 2016/17 Q2 Safer Communities dashboard is shown at Appendix 1.
3. The dashboard shows performance of each outcome with measures to November 2016. It also includes rolling 12 months trend data. Where collated comparative data is also included showing most similar group (MSG) ranking and more locally charts showing how districts compare with each other.

Overall Performance Summary

4. Where performance information is available the majority of performance indicators have stabilised or continued the improving trend outlined in the 2015/16 year-end report.
5. The trend regarding hate incident reporting has previously been falling short of target. Although Q2 initially appeared to have shown improvement, closer examination however shows a rise in reports in June/July following the 'Brexit' referendum result. The increased reporting however appears to have been short lived and has again stabilised to previous levels.
6. Performance with regard to each priority is outlined below.

Ongoing Reductions in Crime

7. Reported crimes in Leicestershire County in 2015/16 showed a slight increase on the previous year with a 3% increase. The upward trend however stabilised in Q1 and this levelling trend has continued in Q2.
8. The number of reported sexual offences during 2015/16 had shown an increase. The trend however appears to have stabilised but at a higher level. There were 142 reports in Q4 2015/16; Q1 has seen this figure fall to 117 which is an 18% reduction on the previous quarter. Q2 shows a rise of 5% on the previous quarter to 123.

9. Similarly reported rapes had been on the increase last year; this trend has also levelled off. Most recently there were 59 reports in Q4 2015/16 with exactly the same number in Q1 and 55 in Q2 of this year; reassuringly the ongoing overall statistical trend is downward. Leicestershire has the 2nd lowest rate per 1000 population for sexual offences and Rape in the region.

Reducing Re-offending

10. As previously advised, updated statistics on Integrated Offender Management (IOM) re-offending for the County as a whole are now not produced. IOM data monitors the Leicester, Leicestershire and Rutland wide overall reoffending rate amongst a representative cohort of offenders (163). Q4 2015/16 reported a 40% reduction in re-offending, and Q1 shows a slight improvement to a 41% reduction. Q2 data was not available at the time of writing.
11. The 2015/16 yearend report specified 68 (37%) fewer first time entrants to the CJS than the previous year with a 2015/16 total of 190 entrants. This was building on the lowest numbers recorded in 2014/15 since the baseline year in 2005. Latest data shows first time entrants in Q1 (28) and Q2 (26) which equates to an extremely encouraging rolling 12 month total of 124.
12. The data pertinent to young people's re-offending is also extremely positive with reoffending rates reducing after a significant increase in 2014/15; this was showing 1.25 offences per offender. The rolling rate shows 0.82 offences per offender compared to 1.0 for the same period the previous year.

Repeat Victimisation and Vulnerable Victims

13. Multi-Agency Risk Assessment Conference (MARAC) referrals in the county have shown a steady increase throughout 2014/15. Repeat referral rates to MARAC increased slightly from 27% in Q4 2015/16 to 28% in Q1 2016/17. Q2 continues the trend with a further slight increase to 30%.
14. Comparative figures for referrals to domestic abuse support services are problematic, chiefly due to the change in service providers. Referrals to domestic abuse support services for 2015/16 are estimated at around 1,400 based upon the incomplete data we have which is an upward trend.
15. In order to remedy the data gap The Joint Commissioning Assurance Board (JCAB) has now filled the position of project analyst. Going forward work is currently under way to compile comparative data sets with agreed methodology and due provenance which can accurately reflect contract performance.

Anti-Social Behaviour (ASB) & Satisfaction

16. The Community Based Survey (CBS) data shows that the proportion of people reporting they have been affected by anti-social behaviour in the past year remains stable at a low of just over 5.5%.
17. The CBS also shows the proportion of people reporting that they feel the police and local authorities are addressing local crime and disorder remains high although there is a reducing trend, reducing from 92.7% (Q4 2015/16) to 89.9% in Q2.

Preventing terrorism and radicalisation

18. Despite a recent increase in reports of Hate Incidents the overall trend continues to show a sustained reduction. The Hate and Prevent Delivery Group will oversee a multi-agency action plan, the aim is to ensure an effective response to reported hate incidents, promote confidence in communities and encourage reporting.

Recommendations

19. The Board notes 2016/17 Q2 performance information;

Officers to Contact

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Appendix 1 - Safer Communities Performance Dashboard Quarter 2, 2016/17

Outcomes	Overall Progress RAG	Supporting Indicators	Previous Year (2015-16)	Latest Data Rolling 12 months	Current Direction of Travel	Progress	Nearest Neighbour Comparison	County Comparison	District Comparison
Ongoing reductions in crime	A	Total Crime rate (per 1,000 population)	47.21	47.11*	→	G	3/9	Top	
		Domestic Burglary rate (per 1,000 population)	3.53	3.51*	→	A	5/9	Average	
		Vehicle Crime rate (per 1,000 population)	7.07	6.52*	↑	A	5/9	Average	
		Violence with Injury rate (per 1,000 population)	2.95	3.26*	→	A	2/9	Top	
Reduce offending and re-offending	G	% Reduction in offending by IOM & PPO Offenders	40% (2014-15)	41% (2015-16)	→	G	-	-	
		Rate of re-offending by young offenders (local data)	1.25 (2014-15)	0.62 (Apr-Dec 2015)	↑	G	-	-	
		Number of first time entrants to the criminal justice system aged 10 - 17	190	124 (2015/16 Q1 - 28)	↑	G	Top		
Protect and support the most vulnerable in communities	G	% of domestic violence cases reviewed at MARAC that are repeat incidents (Leicestershire inc. Rutland)	28% (Apr2015-Mar2016)	30% (Jul2015-Jun2016)	↑	G	-	-	
		Number of referrals to domestic abuse support services (adults). From December 2015 includes sexual violence referrals.	1264 (2014-15)	2003** (2015-16)	↑	G	-	-	
Continue to reduce anti-social behaviour	G	% of people stating that they have been a victim of anti-social behaviour in the past year	5.4%	5.5%	→	G	-	-	
		% of people stating that they feel that the police and other local public services are successfully dealing with ASB and crime in their local area	92.7%	89.9%	↓	A	-	-	
Prevent people from being drawn into terrorism with a focus on working in partnership to reduce the risk of radicalisation	A	Reported hate incidents (per 1,000 population)	0.58	0.66	↑	A	-	-	

* Provisional Q2 Crime figures

** The figure provided includes an estimated number (227) of supports for HBBC stand-alone DA services based on 2013-15 performance. Figures provided relate to 2015/16, not a 12 month rolling figure. Figures exclude callers to the domestic abuse helpline and children referred for specialist domestic abuse support

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

8TH DECEMBER 2016

LSCSB UPDATE: SUPPORTING LEICESTERSHIRE FAMILIES

1. Background

- 1.1 In April 2012, the Troubled Families Unit (TFU) at the Department for Communities and Local Government (DCLG) launched the £448 million Phase One Troubled Families Programme, with the aim of ‘turning around’ the lives of 120,000 families with multiple and complex needs in England. At the core was the desire to achieve an overall shift in public expenditure from *reactive* service provision, based around responding to accumulated acute needs, towards *earlier intervention* via *targeted interventions*, where problems can be addressed before they escalate.
- 1.2 The definition of ‘troubled families’ for the programme was based on households who met the following criteria:-
- are involved in crime and anti-social behaviour
 - have children not in school
 - have an adult on out of work benefits
 - cause high costs to the public purse.
- 1.3 The national programme set out ambitious plans to not only ‘turn around’ the lives of the families identified but to significantly reduce the £9 billion annual costs caused by dealing with them. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million was committed to fund the first year of this proposed five-year programme.
- 1.4 Leicestershire’s response was the creation of a partnership approach across agencies to pool resources, including a pooled budget¹ to deliver a programme of intensive support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme Leicestershire chose to work with a much broader range of families beyond the prescribed Payment By Results (PBR) criteria set out by the DCLG in order to ensure that the new approach to working with complex families was targeted effectively across the County rather than solely focusing on the achievement of PBR.

¹ The pooled budget is made up of partner contributions (Clinical Commissioning Groups, LCC, Districts, Office of the Police and Crime Commissioner) and the Troubled Families Unit funding available to all Local Authorities

- 1.5 In October 2014 it was announced that Leicestershire was one of six authorities in England to have achieved 100% of its Phase One target and had therefore drawn down 100% of the available PBR funding (£2.5million). Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter in September 2014 meaning they entered the programme 6 months earlier than the April 2015 start date.
- 1.6 The Phase Two expanded programme set out a much broader focus and the inclusion of families into the programme was now based upon a cluster of six headline issues. To be eligible for the expanded programme, each family must have at least two of the following six problems:-
- i. Parents or children involved in crime or anti-social behaviour
 - ii. Children who have not been attending school regularly
 - iii. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.
 - iv. Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 - v. Families affected by domestic violence and abuse
 - vi. Parents or children with a range of health problems.
- 1.7 This expanded criteria mirrored the approach to identifying families that Leicestershire had in fact decided to take at the outset of the programme. The TFU identified that the Leicestershire's target for the expanded programme is 2770.

2. National Evaluation

- 2.1 On October 17th 2016 the TFU published the National Evaluation of the first Troubled Families programme (2012 – 2015), made up of 6 different reports. The key findings were that the programme had helped local areas transform services for families with multiple problems and in particular, had encouraged new ways of working amongst local service providers, such as better use of evidence in planning services, stronger partnerships, and integration of services. The evaluation also pointed to the success of the 'single keyworker approach' to work with the whole family on all of its problems.
- 2.2 The evaluation also attempted to measure the national impact of the programme. That impact study was innovative and experimental, using national datasets to track family outcomes. Whilst the evaluation found that more than 116,000 families on the programme did see real improvement in their lives it was, as has been the case in many social policy impact evaluations of the past, unable to attribute the positive outcomes directly to the programme.
- 2.3 Families interviewed as part of the national evaluation were positive about the service with a large majority (76%) saying the help they received through the programme had made more difference to their lives than previous help they

had received. They also said they valued the trust, honesty and persistence of keyworkers.

3. Leicestershire Evaluation

- 3.1 As identified above, Leicestershire set out from the outset to work with a much broader range of families in order to ensure that a wider set of outcomes were achieved. This meant SLF was working with families who met criteria beyond those set by the national programme. At the outset the SLF set optimistic goals based on the targets and aspirations of the national programme to achieve significant cost savings.
- 3.2 After the first year of delivery Leicestershire decided that a far more measured and long-term approach was required. It had become clear that investment in these families needed to be over a longer period of time to address the complex and inter-generational issues they faced. The SLF programme also reviewed how change was measured, accepting that some issues would not be eliminated but rather required mitigation and better management that families no longer required formal intervention.
- 3.3 Leicestershire has consistently met the National Payment by Results targets through effective targeting of families alongside the delivery of intensive, focused, assertive whole-family support delivered by the 52 Family Support Workers funded through the pooled budget.
- 3.4 In addition to reports against the National Payment by Results Scheme, Leicestershire has monitored the SLF programme against a wider set of outcomes, demonstrating significant change for families involved. It has provided cost- benefits information and learned from feedback from case studies the families themselves.

4. Outcomes

- 4.1 The 2015/16 SLF Annual Report (appended) pulls together information from the family star assessment² and other worker-collected data to provide an overview of the families supported by the programme in 2015/16.
- 4.2 During 2015/16, SLF worked with 797 families, of which two-thirds of these (542) were new cases opening during the year. The families contained 3,806 individuals of which 2,048 (54%) were children, 387 of whom were under 5 years old. Fifty-two percent of these family cases were closed during the year.
- 4.3 The report shows that in nine out of the ten assessed criteria, over 60% of families worked with have made positive progress.

² The Family Star Assessment is a tool used by workers to work with families to support and measure change.

5 Cost Benefits

5.1 The TFU has required Local Authorities to use the cost savings calculator (CSC) that sets out the potential fiscal benefits of the Programme. Leicestershire's cost benefits results are as follows:-

5.2 Table 2: Return on Investment

	Year 2 (Phase 1 2013/14)	Year 3 (Phase 1 2014/15)
Average cost per family of delivering the SLF Service	£6,286	£6,286
Average estimated cost per family pre-SLF ³	£4,105	£4,645
Average net cost per family	£2,181	£1,641
Average benefit per family	£858	£2,412
Return on Investment	£0.39: £1.00	£1.47:£1.00

5.3 The above return on investment analysis demonstrates that for every pound spent to projected fiscal benefit was 39p in the first year of analysis rising to £1.47 in the second year of analysis. The significant rise in benefits accrued from the first to the second year indicate that the benefits of this programme are accrued over a longer time period as the Service and service interventions are embedded.

5.4 Whilst the CSC is not able to identify benefits to the various agencies at this time, the County Council's Research and Insight Team replicated the tool from a pilot version of the CSC and found that the potential benefits accrued to the following agencies each year of the evaluation are:-

5.5 Table 3 – Benefits by Agency

Agency	Year 2	Year 3
Leicestershire County Council	-£36,978	-£26,489
District Councils	-£24,731	£7,102
Police	£18,919	£624
Ministry of Justice (MOJ)	£16,807	£17,270
HMT (incorporating DWP)	£35,225	£10,726
Fire and Rescue Service	£0	£0
NHS	£69,320	£108,349
School/ educational establishment	-£14,217	£610

6 Family Voice

6.1 Throughout the programme the Service has sought feedback from families, both to influence how work is delivered and to ascertain the effectiveness of the approach. This evidence has been pulled together in the case studies (included in the 2015/16 Annual Report). Overwhelmingly families have said

³ Other services available to families during 2012/13 were the Common Assessment Framework (CAF) process, County, Melton and Charnwood Family Intervention Projects (FIP), Incredible Years Programme, Fun and Families, Living with Teenagers, Family Steps, Youth Offending Services (YOS) parenting, Youth Inclusion and Support (YISP), the Youth Service, and the Children's Centres and Domestic Abuse outreach. It is estimated that these costs would have been incurred from other services had SLF not existed.

the SLF has had a significant impact on their lives. Partner organisations have also seen the benefits of the Service for the families they are supporting.

“The Supporting Leicestershire Families project is something quite different, and I can't praise it enough” School Head Teacher

“I never in a million years thought I would be drug free, I feel like I have a normal life now and my children do too!” Mother

“The continuing, regular, consistent support from workers who have enough time to get to know families and their issues, and to work through things in a calm, non-judgemental and methodical way has paid dividends.” GP

*“I feel really supported, nobody has ever seen the whole picture before”
Mother*

“I realised I can do it. Things are hard but I am still going and I never thought I would. I am proud of myself” Father

7 Wider Benefits and Service Transformation

- 7.1 The national Troubled Families Unit not only set out to achieve individual results for families but to integrate and transform local public services. Leicestershire partners set out to deliver the national programme through shared ownership and leadership across the partnership so were well placed to develop integrated local public services.
- 7.2 At the outset of the programme Leicestershire appointed 52 dedicated workers whose brief was to provide intensive family support to vulnerable and complex families in the County. Key to the programme's success was:
- A dedicated worker for each family
 - Practical 'hands on' support
 - A persistent, assertive, and challenging approach
 - Considering the family as a whole – gathering the intelligence
 - Common purpose and agreed action.
- 7.3 Alongside the positive outcomes for families, the SLF programme has led significant changes across a range of partners and services. District Councils have taken a key leadership role across the programme working to ensure that services at a locality level are dealing with families holistically and taking a preventative approach to issues. Workers on the ground are sharing information with other professionals to not only help identify vulnerable families but to ensure that their plans are aligned to avoid duplication of effort across agencies
- 7.4 The County Council's Children and Family Services has merged its Early Help Services into a single structure that has not only achieved financial efficiencies but has enabled the model developed through the SLF Programme to be embedded across a greater range of services e.g. family work and youth work.

- 7.5 Senior Leaders across the partnership remain committed to the ethos of the programme, evidenced by the continued commitment to collaborative working by front line staff and agreement to maintain the pooled budget for the next three years.

8 Troubled Families at risk of Involvement in Serious and Organised Crime

- 8.1 In August 2016 the Home Office Published Lessons Learned: Troubled Families at Risk of Involvement in Serious and Organised Crime (SOC) that sets out early learning on how the Troubled Families Programme can be used to help prevent individuals or families from getting involved in serious and organised crime activity. Supporting Leicestershire Families is working with the Police Serious and Organised Crime lead to ensure processes are in place to identify families involved in Serious and Organised Crime in order to ensure support and intervention is provided as required. SLF are also working with partners to identify families who are vulnerable to involvement in SOC.

9 Partnership Working

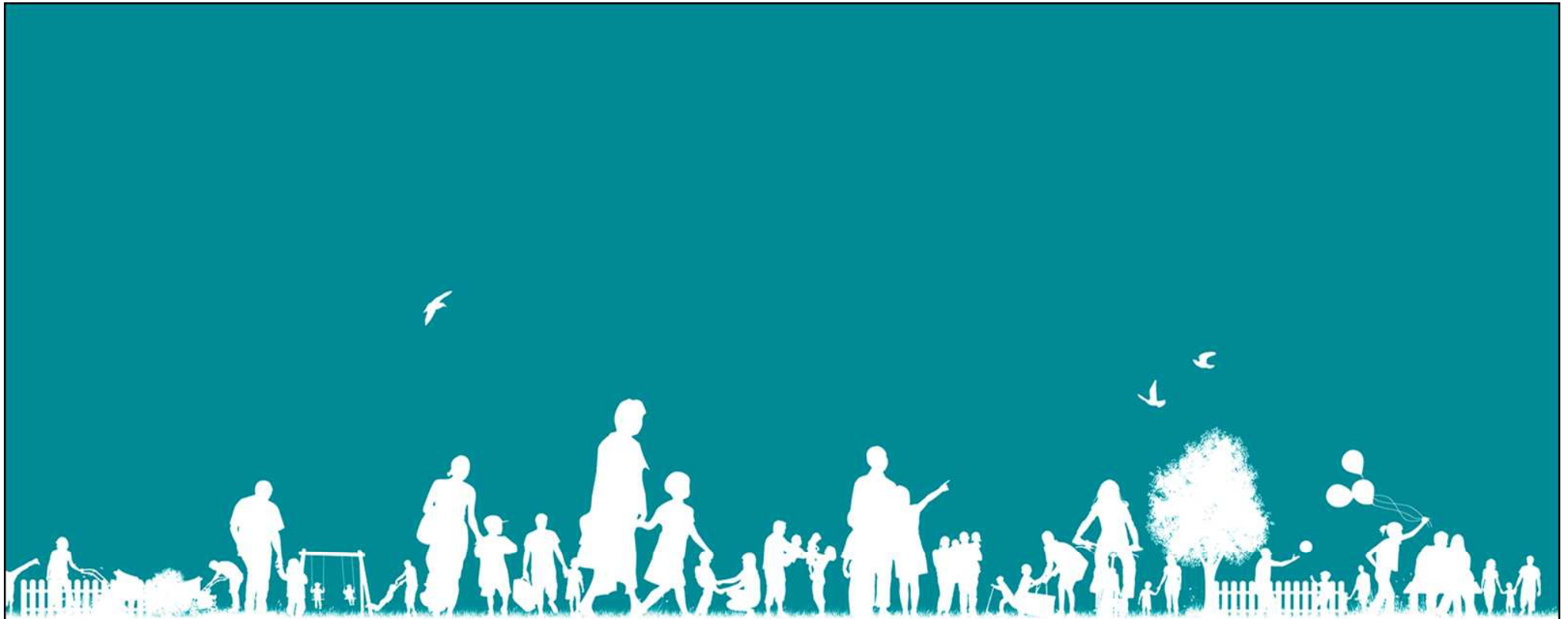
- 9.1 Further work will take place over the next year to develop and embed our relationship with partners to ensure our families get the best possible support at the right time, thereby preventing the impact on the community and other services.

10 Recommendations for the Board

1. To note the summary of the national evaluation
2. To note the successful outcomes of the SLF programme, including the cost benefit analysis of the SLF programme to date

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Appendix: 2015-16 Supporting Leicestershire Families Annual Report



**Supporting Leicestershire Families : Annual Report
2015/16**

The purpose of this report is to illustrate the progress made and outcomes for families that receive intensive support from a Family Support Worker through Supporting Leicestershire Families. The annual report summarises the results that were obtained using over 1 million items of data, collected and processed from the 2015/16 period of Supporting Leicestershire Families work.

The service provides fifty-one Intensive Family Support Workers, whose backgrounds include social work, youth work, parenting support, children's centres, substance misuse and youth offending.

During the 2015/16 period, Supporting Leicestershire Families worked with 797 families of which two-thirds of these families (542) were new cases opening during the year. The families contained 3,806 individuals of which 2,048 (54%) were children, 387 of whom were under 5 years old. Fifty-two percent of these families were closed during the year.

Physical health

On closure, 64% of the families worked with need little or no support to meet their child's physical health needs.

Your well-being

On closure, 68% of families were either 'finding what works' or 'effective parenting', which means they were in a position to manage emotional and mental health well-being with little or no support.

Meeting emotional needs

Two-thirds of the closed families (61%) experienced positive changes in meeting the emotional needs of their children.

Keeping children safe

63% of families make positive progress in 'keeping children safe'.

Social networks

80% of positive progress was made by families who were initially accepting help.

Education and Learning

65% of families were 'Finding what works' or 'Effective parenting', requiring little or no support to ensure that their children are engaged in learning and are attending school regularly.

Boundaries and behaviour

116 children were initially assessed as having violent or aggressive behaviour. At final review this number had reduced by one-third.

Family routine

66% of families are 'finding what works' or 'effective parenting' at final assessment, meaning that they require little or no support in this area.

Home and money

24 families were assessed as being at risk of homelessness. 20 of these families were no longer at risk of homelessness by their closure review.

Progress to work

22 of 148 individuals were no longer in receipt of work related benefits at closure.

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Introduction and Background to the Supporting Leicestershire Families Service (SLF)

The National Troubled Families programme was launched in December 2011 by the Prime Minister. Leicestershire's response to the programme was the creation of a multi-agency pooled budget to deliver a programme of intensive support to families identified with complex and multiple issues and who place some burden on the resources of public sector services.

The Supporting Leicestershire Families pooled budget is made up of partnership contributions (seven District Councils, two Clinical Commissioning Groups, Public Health, Leicestershire County Council, Job Centre Plus and the Police) and the Troubled Families Unit (TFU) attachment fees and Payment by Results (PBR) funding.

The national Troubled Families Programme has now entered Phase 2; Leicestershire entered Phase 2 early due to a high level of success in meeting outcomes for families in Phase 1. Phase 2 requires Leicestershire to achieve sustained and significant outcomes and/or job outcomes for 2,760 additional families over the five year period of Phase 2.

Purpose and Aims of Supporting Leicestershire Families (SLF)

The Partnership is committed to improving the lives of Leicestershire families, particularly the most vulnerable. Our ambition is to improve outcomes for these families whilst reducing public sector costs.

The aims of SLF are to:

- I. Improve outcomes for families as identified in the national Troubled Families Programme, the six broad criteria being ...
 - Parents and children involved in crime and anti-social behaviour
 - Children who have not been attending school regularly
 - Children who need help
 - Adults out of work/at risk of financial exclusion/young people at risk of worklessness
 - Families affected by domestic abuse
 - Parents and children with a range of health problems.

2. Ensure resources are focused on those who need it the most
3. Join up work across agencies to support families in the most effective way
4. Reduce cost to public services
5. To maintain and develop a single budget to deliver the Service.

The Service

Supporting Leicestershire Families operates a locality model in all seven district/borough localities. The Service is led by the Head of Supporting Leicestershire Families and Safer Communities and operationally managed by the SLF Service Manager.

At the heart of the Service is a team of 51 Family Support Workers who hold small caseloads of families. Their role is to:

- provide intensive, practical 'hands-on' support to families around a range of issues
- take a persistent, assertive and challenging approach
- look at what 's happening for the family as a whole and focus on helping families function
- co-ordinate the delivery of 'team around the family' services

The Professional backgrounds of the Family Support Workers include social work, youth work, parenting support, children's centres, substance misuse and Youth Offending.

What is this report about?

The purpose of this report is to illustrate the progress made and outcomes of families that receive intensive support from a Family Support Worker, as part of the Supporting Leicestershire Families Service.

The findings in the report will be used to highlight the strengths of the service and identify the areas where families are making the most progress. It will also help to highlight areas that raise questions about current practice and identify opportunities for future service development.

Who is this report about?

The report describes the journey of change made by families that were worked with by a Family Support Worker during the financial year 2015/16. This includes families that were already open at the start of the year, new families that opened during the year, families that closed during the year and families that were still being worked with at the end of the year.

What data is used within the report?

The report primarily utilises the information collected by workers as part of the assessment and review process when working with a family. The assessment and review process involves the completion of both family and individual level monitoring forms. These forms consist of series of questions that help to identify and track progress of the issues and difficulties faced by each family.

Families are assessed within the first six weeks of engagement with the service, with a review of progress taking place at subsequent 12 week intervals.

Family Star Plus Outcomes Tool

The Family Star Plus outcomes tool has been used both as a framework for the analysis within this report and the structure to present the results.

Family Star Plus is a tool for both families and workers, to support and measure change when working directly together.

The Family Star Plus focuses on ten areas of life :

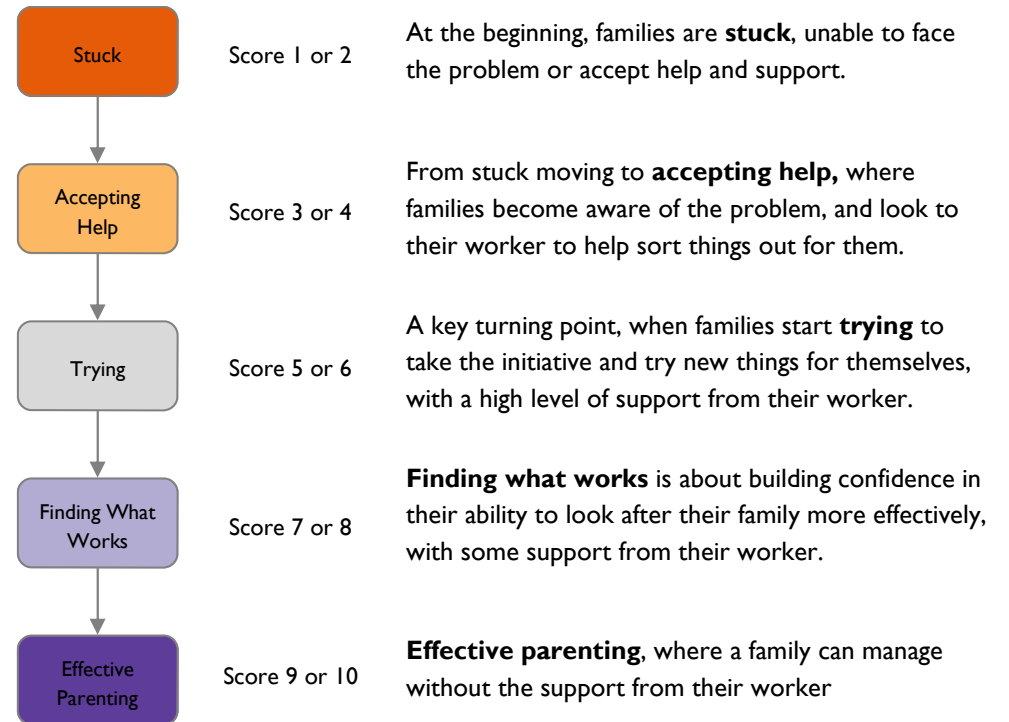
- Physical health
- Your well-being
- Meeting emotional needs
- Keeping your children safe
- Social networks
- Education and learning
- Boundaries and behaviour
- Family Routine
- Home and money
- Progress to work

For each area there is a ten-point scale that measures the parent's relationship with any difficulties they are experiencing in this area, and where they are on the steps towards addressing these difficulties. These scores translate to five stages that form the journey of change that underpins the Family Star Plus outcomes tool. These are shown below

How do we measure a families progress?

The five stage in the journey of change have been use to determine whether a family has made progress in each of the ten areas of the star.

Family star scores are captured as part of both the assessment and review process. For the purposes of this analysis, progress in each area is measured by comparing the score in each of the ten star areas at initial assessment compared to the corresponding scores at closure. This is explained in more detail later in the report.



Which families are included in the analysis?

The families that the service works with are often complex, both in terms of their composition and relationships, and also the number and diversity of the issues and difficulties that they are facing. The complex nature of these families is reflected in the quantity and complexity of the data that is collected about them.

Table 1 : Shows the number of families 'worked with' by the service during 2015/16

	Number of families worked with in 2015/16	Opened during 2015/16	Closed during 2015/16
Blaby	68	50	29
Charnwood	246	168	142
Harborough	47	29	27
Hinckley & Bosworth	155	121	82
Melton	62	33	29
NW Leicestershire	141	91	68
Oadby & Wigston	42	27	16
Other	36	23	23
Total	797	542	416

How many families and individuals have been worked with?

- A total of 797 families were worked with during 2015/16.
- Two-thirds of these families (542) were new cases opening during the year.
- Just over half (52%) of these families closed during the year.
- These families contained a total of 3,460 individuals, of which 2,048 (54%) were children, 387 of whom were under 5 years old.
- 7% of the individuals worked with were from BME groups.

Chart 2 : Shows the number of individuals 'worked with' by the service during 2015/16 by age

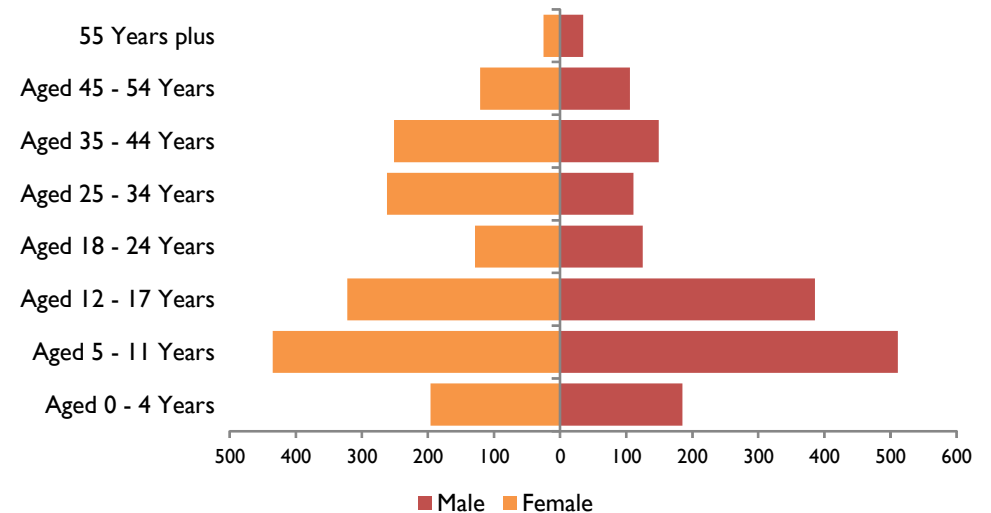


Chart 3 : Shows the percentage of individuals 'worked with' by the service during 2015/16 ethnicity



'worked with' families are those families with individuals that have an open worker relationship on Frameworki, with a 'Family Support Worker', during 2015/16.

Where do Families Start?

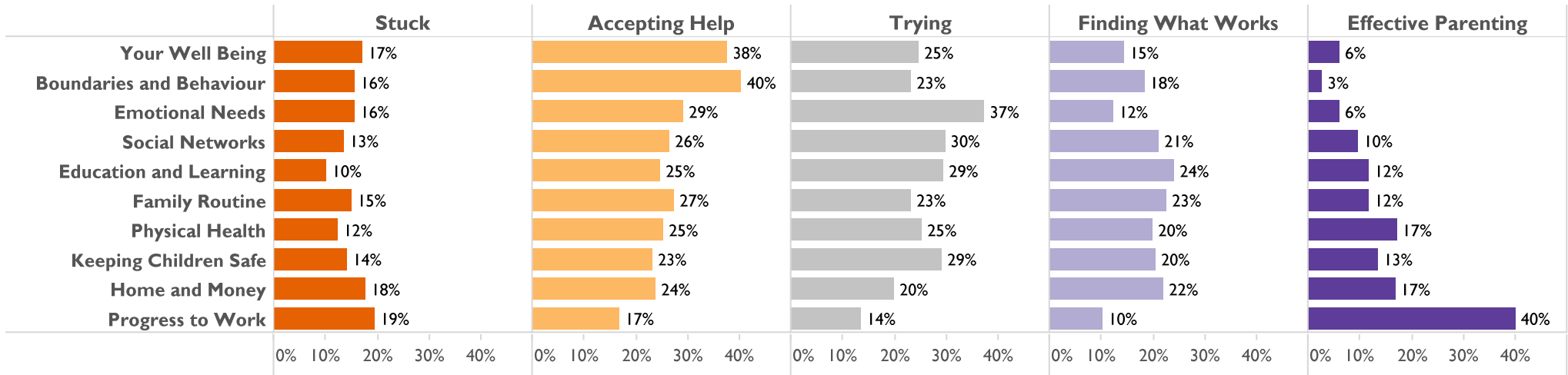
A families' starting point on their journey of change will depend upon several factors, including their acceptance or recognition of issues which need to be addressed; willingness to engage with support workers; and previous experiences of service usage.

Chart 2 shows the percentage of families that start at each stage of the journey of change for each of the ten life areas of Family Star Plus.

Across all ten areas, approximately 1 in 3 families is either 'stuck' or 'accepting help'. At the start of their journey, the 'stuck' families may require a good deal of support to recognise that they have challenges and difficulties in some or all areas, and may be more reluctant to engage with the support being offered.

The domains of the Family Star where families are most likely to need considerable support to start addressing issues include, 'your well-being', 'emotional needs' and 'boundaries and behaviour'. (based on percentages 'stuck' and 'accepting help')

Chart 2 : Shows the percentage of families that start at each stage of the journey of change



Base : 186 families that closed in 2015/16 with a Family Star Assessment and Review

What progress do families make?

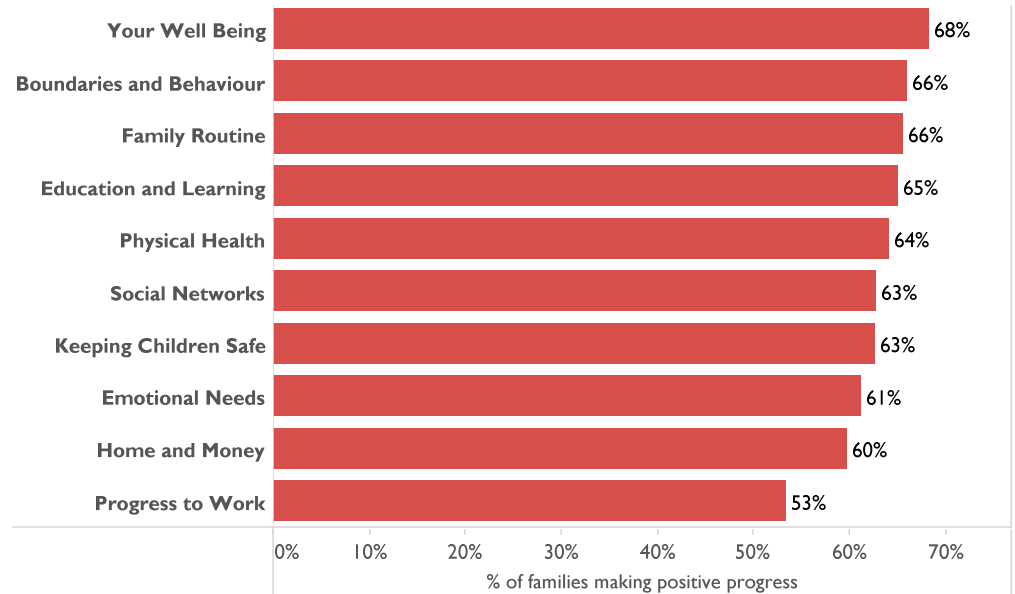
The progress made by each family has been established using the family star score for each of the ten areas at assessment compared to the corresponding score at closure review.

Positive progress is when a family's score has increased and they have moved up at least one stage in the journey of change.

Chart 4 shows the percentage of families that have made positive progress for each of the ten areas of life included in the star.

- In nine of the ten family star areas, over 60% of families worked with have made positive progress.
- Families have made the most positive progress in 'Your well being'. Two-thirds (68%) of families made progress in this area.
- Families are least likely to make positive progress in 'Progress to work'. Approximately half of families made positive progress in this area. However, families are more likely to start the journey of change at a higher stage which means that the scope for positive change in this area is limited compared to other areas of the star.

Chart 4 : Shows the percentage of families that have made positive progress between their initial family star assessment and their final family star review on closure for each of the ten areas of life



Base : Families that start at 'stuck', 'accepting help' and 'trying'

"The Supporting Leicestershire Families project is something quite different, and I can't praise it enough – School Headteacher"

Which families make the most progress?

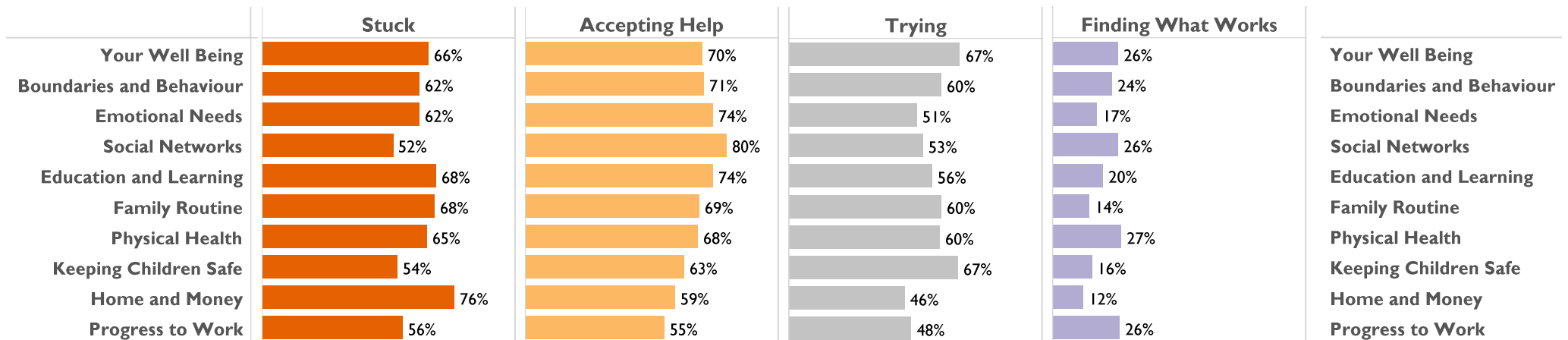
The 'positive progress' made by families is dependent upon which stage of the journey of change that they begin.

Chart 5 shows the percentage of families that have made positive progress for each of the ten family star areas, depending upon their starting stage on the journey of change.

- The most 'positive progress' is made with families that are engaged at the outset and already 'accepting help', ranging from 55% (progress to work) to 80% (social networks).
- In all ten areas of the star, more than half of families progressed from being 'stuck'. Most progress was made from 'stuck' for 'home and money'.

- In five out of ten areas, approximately two-thirds of families progressed from 'trying'. In particular, the areas of 'your well being' and 'keeping children safe' parents are likely to be find ways of meeting their needs with little support from their worker.
- The least progress is made for families that start out already 'finding what works'. However, over a quarter of families who start at this stage in 'your well being', 'social networks', 'physical health' and 'progress to work' progress to a level of independence requiring no worker support in these areas.

Chart 5 : Shows the percentage of families that have made positive progress between their initial family star assessment and their final family star review on closure for each of the ten areas of life, depending upon which stage of the journey of change the family starts at.



Base : 186 families that closed in 2015/16 with a Family Star Assessment and Review

Where do families progress to?

Families start at different stages and make different levels of progress across the ten areas of family star. The measure of progress used in this report only reflects the progress made by the SLF service. Although the overall aim may be to get families to be less reliant on public services, the period of time 'worked with' by the SLF Service may only be part of a families overall journey of change.

In some areas of a families life, the role of the SLF service may be to work with a family to help them access support from other specialist services, but equally may support families to continue their journey of change with the support of universal services and the support of their community/peer group/ family and friends. Planned exits from families ensure that there are mechanisms in place to support a continued journey of change, and be able to ask for 'top-up' help if it is needed.

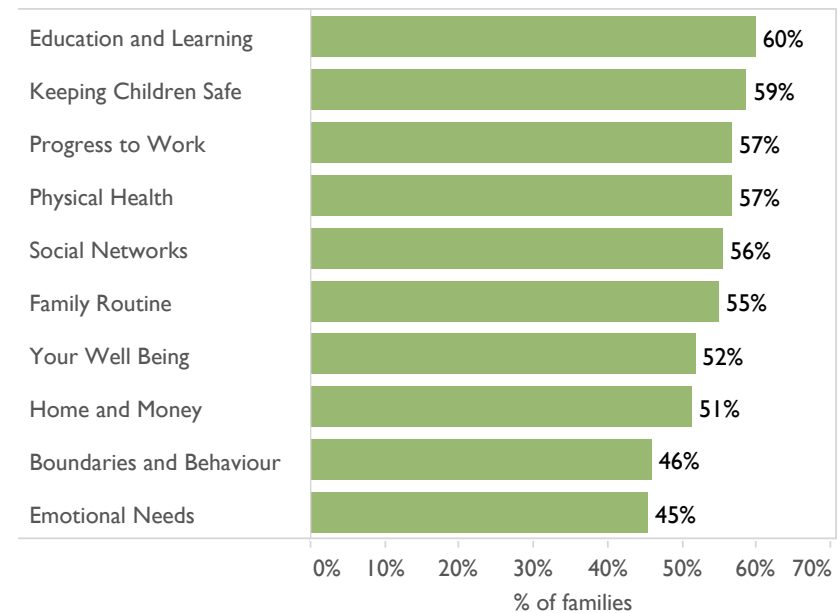
A considerable proportion of the families worked with by the service do progress to 'finding what works' and 'effective parenting'. At these two stages, families have the confidence and capacity to meet their own needs, requiring little or no support from services.

Chart 6 Shows the percentage of families whose journey of change ends at 'Finding what works' or 'Effective parenting'. In all ten areas of family star, almost half of all families worked with are 'finding what works' or 'effective parenting'.

- The area of the star that families are most likely to require little or no support at final review is in 'Education and learning'. In contrast, the area of the star that families may still require some support is in 'Emotional needs'.

- 60% of the families 'worked with' were at the stages 'Finding what works' or 'Effective parenting' in Education and Learning, by the time their case was closed. In these families parents are providing positive role models for their children, place high value on education, and will be supporting their children to reach their potential and make positive choices. All of these children will be attending school regularly.

Chart 6 : Shows the percentage of families whose journey of change ends at 'Finding what works' or 'Effective parenting'



The remainder of the report provides a more detailed breakdown of the progress made by families in each of the ten family star life areas.

Base : 186 families that closed in 2015/16 with a Family Star Assessment and Review

I. Physical Health

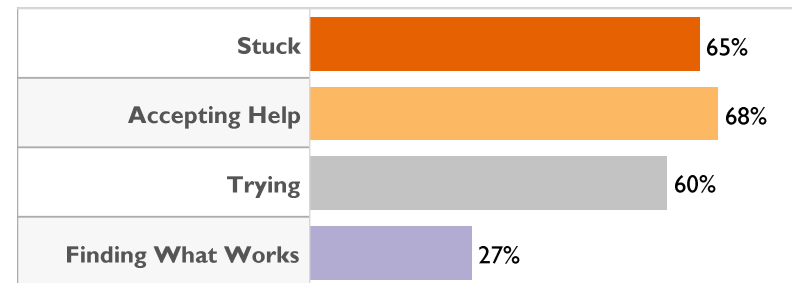
The Physical Health domain of the family star assessment relates to how well parents are looking after their child's physical health. It is about doctors, dentists and treatment when they have health problems, plus things that build good health, such as enough healthy food, regular exercise and sleep.

- 64% of the closed families that were assessed and reviewed saw positive change in their Physical Health*.
- 65% of families that did not initially engage and were 'stuck' in relation to physical health, made positive progress and were at least accepting help to change.
- Families that were initially 'accepting help' make the most progress. (68%)
- On closure, over half (57%) of the families worked with need little or no support to meet their child's physical health needs

Other Evidence

- All but 2 families were registered with a GP at first assessment. Both of these families were registered with a GP on closure.
- Of the 33 families not registered with a dentist at initial assessment, 26 (75%) were registered with a dentist on closure.
- 415 Individuals had 'negative lifestyle factors' identified at first individual assessment. Almost one-quarter of these (92) did not have 'negative lifestyle factors' identified at their last individual review.
- Of the 130 children identified with development concerns, 24 of them were not a concern at their last individual review.
- When assessed, 26 individuals had problematic alcohol misuse. On closure, this figure was down to 18.

Chart 7a : Progress made in 'Physical health' by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



"I never in a million years thought I would be drug free, I feel like I have a normal life now and my children do too!"

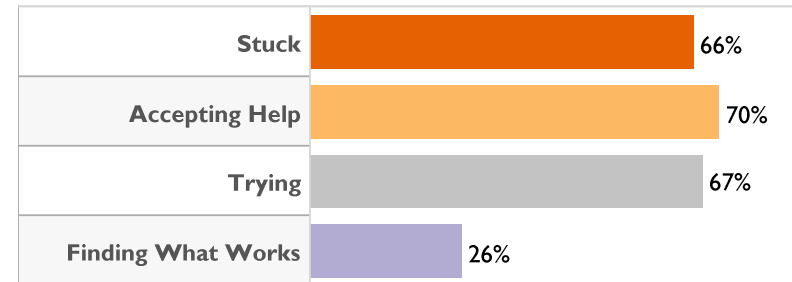
*Base : Families that start at 'stuck', 'accepting help' and 'trying'

2. Your Well Being

Your Well Being is about how parents feel and how they cope with difficulties. This includes the capacity to cope with difficulties including, depression, anxiety, drug or alcohol problems, domestic abuse or mental health issues.

- 68% of the closed families that were assessed and reviewed experienced positive change in parental well being*.
- Two-thirds of families that were initially 'stuck', in relation to parental well being, made positive progress. This was the case for families that were either 'accepting help' or 'trying'.
- On closure, over half (52%) of families were either 'finding what works' or 'effective parenting', being in a position to manage emotional and mental health well-being with little or no support.

Chart 7b : Progress made in 'Your Well Being' by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



Other Evidence

- 36 individuals were current victims of domestic abuse when initially assessed. Only 16 reported being current victims of domestic abuse at their final review.
- 1 in 5 individuals reporting a lack of confidence / self-esteem at assessment did not report this as an issue at their final review.
- In relation to mental health, 85 individuals were assessed as lacking motivation. 27 of these individuals did not present this issue as their final review.

Without my SLF worker "I would have lost my kids and I would have ended up on Heroin"

3. Meeting Emotional Needs

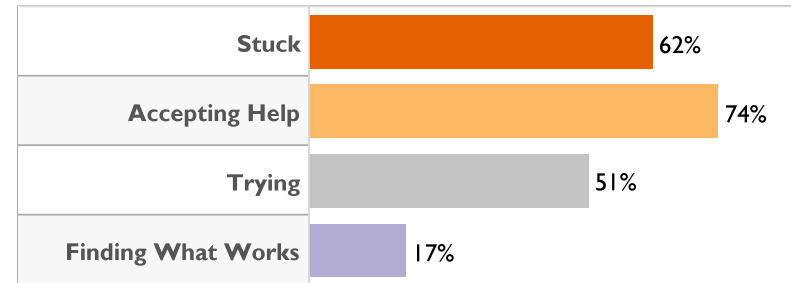
This area of family star is about parents meeting the emotional needs of their children. This includes the connection and relationship between parents and their children, giving them the attention, positive feedback and encouragement that they need to deal with life's inevitable ups and downs.

“We are now much closer as a Family Unit.”

- Just over half of the closed families experienced positive change in meeting the emotional needs of their children.
- Three-quarters of families that were assessed as ‘accepting help’ made positive progress, with 18 of these 54 requiring little or no support to meet the emotional needs of their children by closure.

- 76% of families are at least ‘trying’ to support their children emotionally.

Chart 7c : Progress made in ‘Meeting Emotional Needs’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



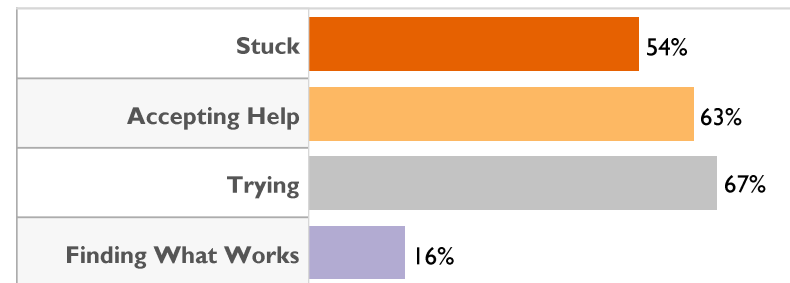
4. Keeping Children Safe

This area of family star is about appropriate supervision, ensuring that the home environment is safe, with understanding of internet safety, and protecting children from accidents and risks. It is also about protecting the family from bullying, racial harassment and domestic abuse.

- 45% of families make positive progress in ‘keeping children safe’
- Families that were already ‘trying’, are most likely to make positive progress (67%).

“Without SLF my son wouldn’t have been at home and would be in care”

Chart 7d : Progress made in ‘Keeping Children Safe’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change

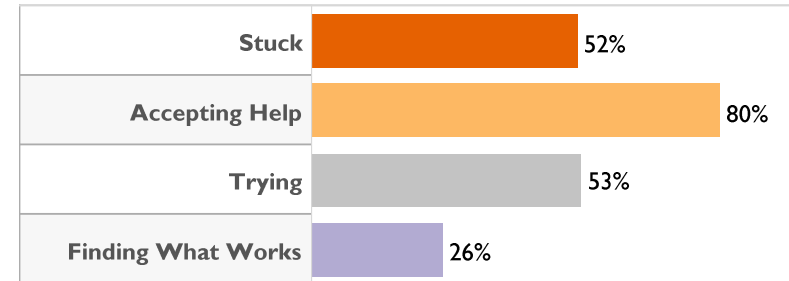


5. Social Networks

This area of family star is about parents having the people, social contact and support needed and wanted, and children being able to make positive friendships and develop social skills through spending time with other children.

- Half of families make positive progress in relation to ‘social networks’
- The most progress was made by families who were initially ‘accepting help’; 80% of these made positive progress.
- At assessment, 88 families were assessed as having no or a limited support network from family and friends. At final review 20 of these families were no longer identified as having a limited support network.

Chart 7e : Progress made in ‘Social Networks’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change

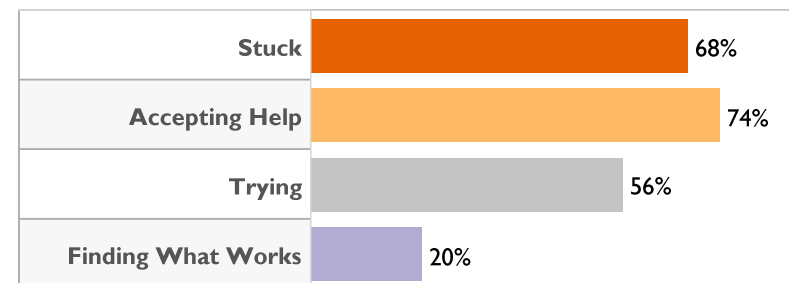


6. Education and Learning

This area of family star is about children’s learning and aspirations. For school aged children this means at least 85% attendance. For babies and younger children, it is about developing co-ordination, stimulating activities, messy play, positive risk-taking and helping them to start school. For older children it is about supporting aspiration and ensuring they are engaged in work or learning.

- Families are most likely to make positive progress in ‘Education and learning’ if they were ‘accepting help’ when initially assessed (74%).
- 60% of families were ‘Finding what works’ or ‘Effective parenting’, requiring little or no support to ensure that their children are engaged in learning and are attending school regularly.
- Of the 100 children assessed as having school attendance below 85%, by closure , half of these children (49%) were assessed as attending school above this 85% threshold.
- 117 children were initially assessed as having school behavioural problems. Almost half of these children (41%) were no longer assessed as having school behaviour problems at closure.

Chart 7f : Progress made in ‘Education and Learning’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



“I can finally see a light at the end of the tunnel”

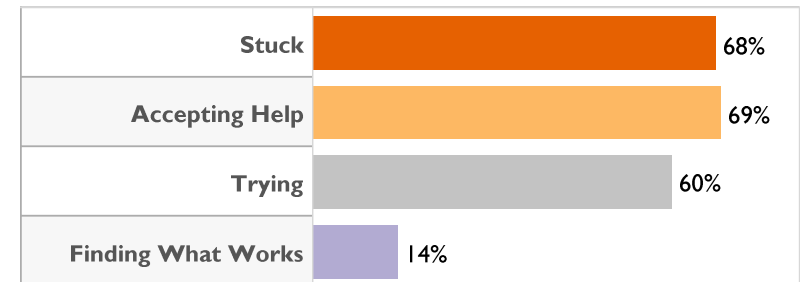
7. Family Routine

This area of family star is about a supportive weekday routine so that the family can all get to school, nursery or work on time and the children have regular meals, suitable clothes and are clean enough. This includes making sure that the home is clean and organised enough, and encouraging teenagers to take responsibility for their routines. It is also about doing some things together, such as eating meals, watching television, going to the park or other activities.

*“Simple things like
“you showed me
how to cook, I would
have never learnt
without you”*

- Approximately two-thirds of families make positive progress from ‘stuck’ and ‘accepting help’.
- 55% of families are ‘finding what works’ or ‘effective parenting’ at final assessment.

Chart 7g : Progress made in ‘Family Routine’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change

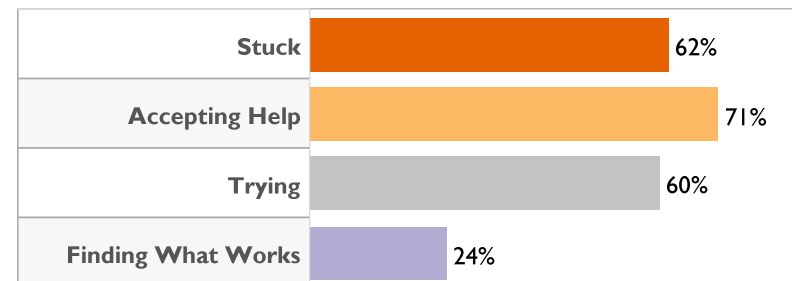


8. Boundaries and Behaviour

‘Boundaries and behaviour’ is about giving children clear boundaries so that they understand what is expected of them and the consequences of negative behaviour. It is about parents being a positive role model through their own behaviour, and dealing with difficulties constructively.

- Over half of families make positive progress in ‘Boundaries and behaviour’ (56%).
- 116 children were initially assessed as having violent or aggressive behaviour. At final review this number had reduced by one-third.
- Of the 23 individuals initially assessed as perpetrators of bullying within the household, 13 of these individuals were no longer assessed as perpetrators of bullying within the household at closure.
- All 9 individuals that were assessed as perpetrators of bullying outside the household, all of these individuals were no longer assessed as perpetrators of bullying outside the household at closure.

Chart 7h : Progress made in ‘Boundaries and Behaviour’ by families showing the percentage of families making positive progress, based on their starting stage on the journey of change

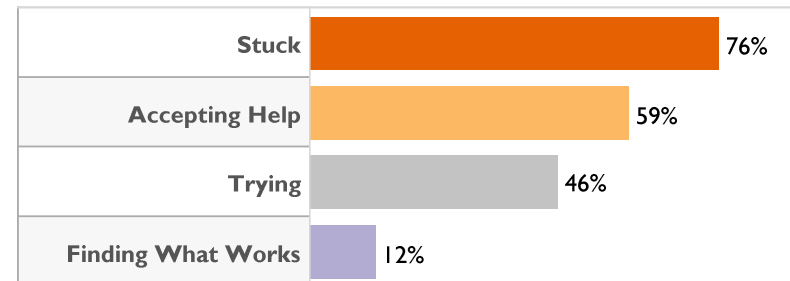


9. Home and Money

'Home and money' is about providing children with the security of a stable home that is adequate for the families needs and the finances needed to care of them. It covers whether the family is able to manage financially and pay their bills regularly, including the mortgage or rent, without risk of losing their home. It is also about how the family spends the money it has to provide for the families basic needs.

- Home and money is one of the areas of family star where families are least likely to make positive progress (39%), however 76% of families that were stuck make positive progress in this area.
- Three quarters of families make positive progress from being 'stuck'. That work is effective in getting families to face up to their housing issues and financial difficulties but ensuring families have adequate housing and managing finances effectively is more of a challenge.
- 24 families were assessed as being at risk of homelessness. 20 (83%) of these families were no longer at risk of homelessness by their closure review.
- When assessed, 55 families were known to be in rent arrears. By closure, 18 (32.7%) of these families no longer had rent arrears.
- 110 of the 186 families (59%) were initially assessed as having financial difficulties. By the time these families were closed to the service 25 (13.4%) of these families were assessed as no longer having financial difficulties.
- 127 of the 186 families (68%) were heavily or solely reliant on benefits. At closure, this was no longer the case for 14 of these families.

Chart 7i : Progress made in 'Home and Money' by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



“... she has helped me get all my bills back on track and out of arrears ”

10. Progress to Work

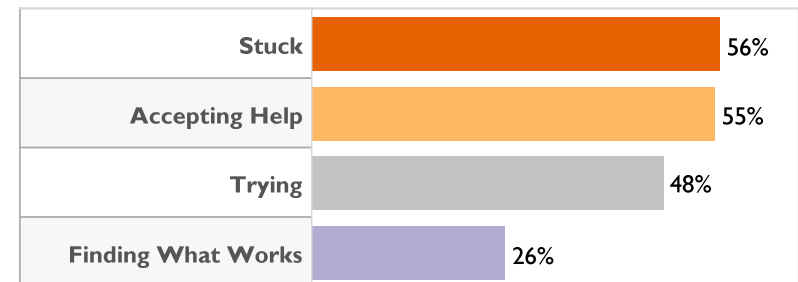
'Progress to work' is about parents preparing for work and reducing the families reliance on out-of-work benefits. This includes getting organised, learning new skills and persevering with training, volunteering, work experience and job hunting until the right work is found.

- 'Progress to work' is the area of family star where families make least progress, only 29% of families make positive progress. However, this is due to the high proportion of families that start at 'Effective parenting', who cannot make further progress from this stage.
- Of the 262 adults that were not already engaged in training, education and/or volunteering, 24 were engaged in training, education and/or volunteering at final review.
- 22 of 148 individuals were in no longer in receipt of work related benefits at closure.
- Of the 182 adults not in employment at the time of assessment, 18 were in employment at closure.

"I'm an independent woman now"

"My SLF worker gave me the confidence to go and seek work, I love working"

Chart 7j : Progress made in 'Progress to Work' by families showing the percentage of families making positive progress, based on their starting stage on the journey of change



Case study 1 : Adults out of work or at risk of financial exclusion and young people at high risk of worklessness

The Wilkinson family is made up of Dad, Mum, Jennifer 7 Dawn 6 and Naomi 1. Family Support Worker - Amanda.

The family had been referred to Supporting Leicestershire Families (SLF) for intensive support by the children's school due to mental health concerns with Jennifer, the family of 5 living a small 2 bedroom flat and Jennifer having disclosed to teachers that they were in debt, at risk of eviction and prosecution and living in constant crisis.

Amanda's assessment showed that Dad who was working on an apprenticeship and Mum out of work had a total income of £400pcm and were not claiming the correct benefits. The family had primary and secondary debts, one of which was to the local council for council tax arrears totalling £2,642 and were facing court proceedings and another to their housing provider of £1,082 which mean the family were at high risk of eviction. Due to Mum's poor mental health and the family constantly living in crisis, there was a significant lack of organisation and motivation to address money, debt and housing issues.

Amanda contacted the local council and a cease was put on the court proceedings. Mum was supported to attend a local mental health unit where she was diagnosed with unstable emotional personality disorder and she was prescribed medication for her condition. Amanda liaised between the family and various departments within the local council to restore the families housing benefit and to set up payment plans that the family could afford to maintain to reduce their council tax arrears. Mum and Dad were supported to DWP appointments as they were now entitled to claim PIP for mums disability and carers allowance for dad. The family attended appointments at a local debt management company where their debts were organised and payments arranged. As the family had now made regular payments to reduce their debt, they were in a position that they could start to bid for a more suitable home.

Since case closure, the family have been regularly making their arrears payments and are due to be debt free in 18 months. They receive the correct benefits and are able to manage their money effectively. Mum's mental health is vastly improved and she has been offered part time work with a local retailer and Dad is currently looking into setting up his own business. The family were successful in their homes bid and moved from a small 2 bedroom top floor flat, to a 3 bedroom house where they now have a garden with a trampoline for the children. The children are now said to be excelling within their new schools.

When asked what they thought would have happened without SLF support, Dad said 'Potential eviction and homelessness. A court hearing for debts and maybe in-custody or a community order due to not being able to pay off debts'.

This SLF intervention means that the local authority were able to save a significant amount of time in trying to recover the outstanding council tax debt and expense of finding temporary accommodation if the family had been evicted by their current housing provider. In extreme cases of eviction, families may have their children taken into care.

Case study 2 : Job Outcome

The family is made up of Mum, and Ravina – 13yrs. Family Support Worker – Meena

This case had been referred to Supporting Leicestershire Families for intensive support through the self-referral channel. Mum had called First response asking for help when she felt that she couldn't cope anymore. She had lost her job and was now claiming Employment and Support Allowance, there were behaviour and parenting issues, mum's mental health was deteriorating and she was feeling alone and isolated.

Meena supported mum into a number of local activities including flower arranging which increased her self-confidence and helped prevent further deterioration of her mental health. An appointment with the GP was arranged, so that she was able to have her mental health assessed and medication reviewed. In assessment, Meena was able to identify the areas that were causing the relationship breakdown and stress that was having an impact upon mum. Meena planned one to one parenting support and continual support was provided by mum joining the local BME parenting group. Meena arranged and supported mum to attend a number of job fairs throughout Leicestershire and provided support in writing application forms and interview techniques.

Since starting the intervention, the family relationships are much improved and Mum says that they are now much closer. Although Ravina has since gone to live with her father, mum is still in contact with her and they meet up regularly and are said to have a much stronger relationship.

Mum is receiving regular support from her GP around her mental health and is able to effectively use the techniques she has been given to have a positive impact upon her life. After a number of applications and interviews, mum has been successful at interview and is due to start a new role as a kitchen assistant which means that she will no longer have to be reliant upon benefits.

This SLF intervention means that the DWP would benefit by mum having moved away from benefits into a paying job. Mum getting back to work will also provide Ravina with a positive role model regarding employment and will be less likely to create an intergenerational cycle that will involve family members living off benefits.

Case study 3 : Families affected by domestic violence and abuse

The Johnson family is made up of Mum, Dad (currently in prison) Robert 10 and Michael 5. Family Support Worker - Robyn

The case was referred for Supporting Leicestershire Families (SLF) intensive support after the case which had recently been stepped down from Social Care was discussed at hub.

There were concerns over the risk that Dad posed to the children as he was due to be released from prison and professionals were sure that he would return to the family home. Dad had received a custodial sentence for assault on mum and had a history of substance abuse and domestic abuse on mum and children. Roberts's school had informed Robyn that he was exhibiting violent and aggressive behaviour towards other pupils which was likely due to the domestic abuse he had experienced. Both children, especially Robert were exhibiting poor behaviour/anger outbursts within the home and mum was struggling to parent this behaviour. Mum was also said to be using illegal substances and a recent incident had found mum collapsed in the front garden, incoherent and partially clothed at 8:15am.

Robyn engaged mum into a number of SLF groups that included, budgeting and cooking that helped increase her confidence and social skills and a series of one to one sessions on parenting including boundaries, consequences and behaviour triggers. The family were taken on family activities that included swimming and climbing and they were able to enjoy positive family time. Robert was referred to a kickboxing group to help with his anger and mum was referred to and supported to attend 1-1 sessions at Swanswell for her substance misuse and enrolled on the DWP's back to work programme. Both children received support through a DV outreach worker and worked on anger management.

On case closure, mum was said to be out of her abusive relationship with Dad having moved away to Newcastle and having a new partner. Mum is still attending Swanswell appointments and is now completely drug free. She has completed the DWP back to work programme and is currently involved in voluntary work. Mum is now able to parent her family without support and says that the children's behaviour is much improved and they all have a happier relationship.

When asked about the changes that she had managed with the help of her SLF worker, she said 'I never in a million years thought I would be drug free, I feel like I have a normal life now and my children do too'. When asked what she thought would have happened without this worker she replied 'I would have lost my kids and I would have ended up on heroin'.

This SLF intervention means that there have been considerable savings in involvement from the Police with no further call outs for domestic violence/offending/ASB behaviour, Social Care through further involvement with the family and the high probability of child removal and the health services through the effects of prolonged substance misuse and domestic abuse. Due to mum's progress, it is also safe to say that there will be a significant saving to future universal services as more positive aspects are passed on to future generations.

11. Case Studies

Case study 4 : Parents and children with a range of health problems

The Underwood family is made up of Mum, Dad and Jamie 5. Family Support Worker – Rory.

The referral for Supporting Leicestershire Families (SLF) intensive support came via the local hub after a referral was received by the NSPCC with regard to domestic violence within the home.

Rory's assessment highlighted that there were also a range of health issues that needed addressing within the intervention. Dad had a heart condition and worked on a zero hour contract with very little hours and so the family had fallen behind with rent and were at risk of eviction. The home was damp and dirty and there were concerns about the impact that this could have upon Jamie's health. Jamie was having difficulties at school associated with having a learning disability, but nothing had been diagnosed. There were issues with regular healthy eating with Jamie, who mostly ate, bread and butter, chips, chicken nuggets and chocolate. Mum had a history of depression due to historic sexual abuse, but had stopped taking the medication, she was struggling to cope and unable to get out of bed in the morning which meant that Jamie was regularly late for school.

Dad was taken to a DWP appointment to see if he would be eligible to get a disability benefit, Rory worked with the family to put in a cleaning routine around the home and liaised with the local council in order to get the damp inside the house treated. Rory had regular meetings with Jamie's SENCO at school, making a referral to SPAR in order to look further into the issues that were affecting his development. The family had activities around healthy food options where they had new food tasting days, making the experience fun. Mum was supported to go back to the GP's and review her mental health/ medication and referrals were made to counselling services specialising in supporting women recovering from the trauma of child sexual abuse.

Dad is now receiving Employment and Support Allowance benefit due to his illness and Ryan has supported parents to meetings at the local council where a payment plan has been accepted meaning the family are no longer at threat of eviction and due to the cleanliness of the home, the council have been to treat the damp. The family experiment much more with new, healthy foods and their diet is more balanced with Jamie eating fruit and vegetables. Mum has an appointment with a councillor where she will be learning how to manage her feelings and triggers of stress and anxiety and is also receiving regular support from her GP and has had her medication reviewed which she is taking regularly. Mum is now more motivated to get up in the morning and Jamie is arriving on time for school. The SPAR referral has resulted in an appointment with a paediatric consultant to explore learning difficulties and potential pathways to support

When asked what they think would have happened without SLF support mum said, 'suicidal thoughts, end of the family relationship and lose their home'.

This SLF intervention will have made significant savings to the health authority having reduced the risk of poor living conditions on physical health as well as the future possibility of family obesity and heart trouble.

Case study 5 : Parents and children involved in crime or antisocial behaviour

The Moore family is made up of Mum, Dad, Jane 17, Hannah 13, Jerry 12, Ariel 12, Zane 8, Erica 7, Rodney 4, Enya 2. Family Support Worker - Solomon

This case was referred to Supporting Leicestershire Families (SLF) for intensive support by Hannah's school where she was exhibiting extremely poor behaviour. Hannah had recently been involved with the Police and had a Section 5 public order offence and there had been numerous incidents involving criminal damage and verbal abuse.

Multi-agency meetings were held with Hannah's school, Police, Youth Offending Service (YOS), the Borough Council and Prospects. Hannah's offending behaviour was being influenced by the negative friend groups that she was currently a part of. There had also been CSE concerns raised, as Hannah was said to go missing from home on a regular basis and staying out with older males until the early hours of the morning.

Solomon had one to one sessions working on areas including confidence and self-esteem, positive and negative friendships, consequences, anger management and the impact of her behaviour upon family members. A multi-agency team consisting of the Leicestershire County Council CSE team, YOS and SLF worked on a number of CSE areas including, self-esteem, risk taking, drugs and alcohol, healthy relationships, grooming and internet safety.

Solomon worked with Hannah and her mum, putting in boundaries and sanctions for poor behaviour and preventing Hannah from engaging with her existing friend group which would reduce Hannah's offending

SLF had been receiving alerts on a weekly basis regarding Hannah's risky and offending behaviour, but since the intervention there had been no alerts, there had been no incidents of Hannah going missing or being out late and she was engaging with a new, positive friend group. The police had made no reports of Hannah being involved in offending behaviour and her attendance in education had increased from 29% - 79%. Mum and Dad had both said that her behaviour was greatly improved and that they now had a much better relationship. Hannah has said that she now wants to work towards re-integrating back into mainstream school.

When asked what she thought would have happened without SLF support mum said, 'Hannah would of been in more trouble if we hadn't of had support and who knows what would of happened especially with the people that she was hanging around with committing crime and becoming involved in anti-social behaviour'.

This SLF intervention will have created a significant reduction on the Criminal Justice System services in general.

Case study 6 : Children who need help

The Bayfield family is made up of Mum, Grandma, Liam 15, Nick 27 and Jodie 16 (who is currently a looked after child). Family Support Worker – Grace
The referral for Supporting Leicestershire Families (SLF) intensive support came after the case had been stepped down from Social Care, but was still subject to a CSE investigation.

During the intervention, Jodie had been removed from the family home and into a placement for homeless young people. She had been in a relationship with her current boyfriend who was an older male since she was 13 years old and there were high concerns of CSE, although Jodie would not engage with the CSE team. Jodie was in an abusive relationship and partner had assaulted her on a number of occasions and was said to be controlling. She had a history of criminal activity and drug abuse and was known to associate with risky males. Jodie would often abscond and go missing from her placement and not return home until 2am. Jodie was classed as a NEET young person.

Grace maintained the intensive support work with Jodie, even though she had left the family home. There were regular 1-1 meetings to address the current issues that Jodie faced in her life and there was multi agency working with a variety of agencies including Social Care, the CSE team, Prospects and Jodie's partners Youth Offending Service worker. Grace Supported Jodie in collecting clothing from her partners flat and to secure a move to alternative accommodation when Jodie stated that she wanted to end her abusive relationship, but felt this would not be possible when living in the same area as her partner.

Jodie is now living permanently at her alternative address. She has made a new group of friends and has had another partner, whom she has been confident enough to end the relationship when she felt it was not a healthy one. Although Jodie does still occasionally go missing from her new accommodation, there has been a significant reduction in the amount of times this happens and although there are still concerns that Jodie is going to see her ex-partner, there has been a significant reduction in CSE. Jodie is currently being referred to the Princes Trust where she will attend a 12 week course aimed at improving her confidence and social skills and is hoping to move onto a course in Health and Social Care.

This SLF intervention has created a significant reduction in out of hour's calls to the Social Care team, First Response regarding missing persons reports, as well as a significant reduction in Police time spent looking for a missing child, safety checks at known addresses when missing and when there has been no Police involvement due to assault and domestic abuse incidents.

Case study 7 : Children who have not been attending school regularly

The Robinson family is made up of Mum, Dad and Paul 15. Family Support worker – Jean.

This case was referred by the Local Hub Attendance Officer to Supporting Leicestershire Families for intensive support. This was due to the significant amount of time that Paul had been absent from school. Parents had both stated that Paul was staying in his room playing computer games and refusing to listen to any parental instructions. He exhibited very poor behaviour and when asked or challenged by parents, he would become aggressive and violent towards them. Paul also had asthma and weight issues, but refused to attend GP and dentist appointments.

Jean Supported parents to attend the Fun and Families parenting group for living with teenagers and helped them with implementing the new boundaries and consequences with Paul in the home. She supported them in dealing with Paul's following challenging behaviour working with them on de-escalation skills and conflict resolution. A safety plan was produced for parents to use when Paul became aggressive or violent.

Jean had 1-1 sessions with Paul around anger management, looking at triggers and ways to recognise when Paul was getting angry and put in the necessary techniques to avoid the anger reaching outburst levels. Eventually Jean was able to join both Paul and Parents together in sessions and they were able to work on communication as a family.

Team around the family meetings were organised and chaired by Jean, she was able to work with Paul's school on obtaining an Educational, Health Care Plan (EHCP) and the legal action that parents were due to receive as a fine via the school was dismissed. Jean was able to arrange for the school nurse to examine Paul at home and appointments to attend a dietician were discussed.

Paul's attendance in year 10 was 26.6% and since the SLF intervention in year 11 was 61% and Paul is currently in the process of making an application to attend Leicester College to study catering. Paul has attended regular appointments with the dietician and also attended the dentists (first appointment in 5 years). Parents have said that they have not had to use a safety plan produced for Paul's violent and aggressive behaviour since the intervention.

On case closure, parents were asked what they thought would have happened to the family without the intensive intervention and they stated that 'the family would have broken down and Paul would have ended up in care'.

This SLF intervention has created a significant saving to the health authority by decreasing the possibility of child obesity, untreated health conditions and the impact of poor dental hygiene. With the high risk of family breakdown, there has also been a potential reduction of future Social Care involvement and expense of a child being taken into care.



LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

8TH DECEMBER 2016

LSCSB UPDATE: STRATEGIC PARTNERSHIP BOARD

Background

1. Following the election of the Police and Crime Commissioner (PCC) in May 2016 the Police and Crime Commissioner has been considering the future role of the Strategic Partnership Board (SPB).

Role and Purpose of the SPB

2. It is proposed that the role and purpose of the SPB is:-
 - To set out the strategic direction for Leicester, Leicestershire and Rutland Community Safety and Criminal Justice priorities in order to reduce crime and the fear of crime across the sub region through the alignment of key strategies, operational alignment and joint delivery.
 - To support the delivery of the Police and Crime Plan across the sub region.
 - To ensure the delivery of a fair and effective local Criminal Justice System which will protect the public, hold offenders to account, prevent crime and reduce (re)offending; increasing the confidence of our local communities and our own staff.
 - To enable allocation of resources across the partner landscape to fulfil the requirements of strategic priorities.
 - Work collaboratively to secure the maximum effectiveness of agency responses to crime and disorder in the sub-region through effective commissioning of services.
 - To work collaboratively on key issues across the sub region in order to develop a strategic response to reduce crime and improve community safety for residents.

Membership of the Board

3. It is proposed that the SPB becomes an officer board and membership is expanded to include a number of key partners that are not currently

represented, including:- Leicestershire Partnership Trust, University Hospitals of Leicester NHS Trust, East Midlands Ambulance Service, HM Courts and the Chief Executive of Rutland County Council.

- Police and Crime Commissioner
- Deputy Police and Crime Commissioner
- Chief Executive, Leicestershire County Council
- Chief Officer, Leicester City Council
- Chief Executive, Rutland County Council
- 2x Chief Executives reps from Borough/District Councils
- Assistant CEO - Derbyshire, Rutland, Nottingham and Leicestershire Community Rehabilitation Company
- Director, National Probation Service (Leicestershire)
- Director, Clinical Commissioning Group representative
- Director, Leicestershire Partnership Trust
- Chief Officer, University Hospitals of Leicester NHS Trust
- Chief Officer, Leicestershire Fire and Rescue Service
- Chief Officer, East Midlands Ambulance Service
- Chief Constable, Leicestershire Police
- Crown Prosecution Service
- HM Courts
- Chief Executive - OPCC
- Chair of SPB Executive

4. Whilst it would be an officer board, its business is central to the PCC's role and it would be appropriate for it to be chaired by the PCC. It is proposed that the SPB meets quarterly.

Safer Communities Strategy Boards

5. The Leicestershire Safer Communities Strategy Board (LSCSB), Safer Leicester Partnership and Safer Rutland Partnership are the strategic boards responsible for the delivery of safer community objectives within their respective areas. In order to ensure strong partnership arrangements are established and maintained it is recommended that the Police and Crime Commissioner utilises these well-functioning Boards.
6. The PCC is currently invited to and attends the LSCSB; it is proposed that invitations are also made from the Safer Leicester Partnership and Safer Rutland Partnership. This will ensure that the Police and Crime Plan objectives are collectively led through the respective political structures across the sub-region.

Recommendation

- a. The Board is recommended to agree the proposals for the future role and purpose of the Strategic Partnership Board.

Officer to Contact

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

8TH DECEMBER 2016

LSCSB UPDATE: NATIONAL PROBATION SERVICE LEICESTER, LEICESTERSHIRE AND RUTLAND.

Background

1. This is the first report to the Board of the deputy head of the Local Delivery Unit (LDU) in Leicestershire appointed on 1st June 2016. This year has been one of continuing change and development for the National Probation Service following the Transforming Rehabilitation changes in 2014-2015. The Offender Rehabilitation Act took effect in February 2015, bringing with it changes to sentencing and a mandated period of licence supervision for all prisoners. The National Probation Service is continuing to implement the changes required by the Transforming Summary Justice Programme led by Her Majesty's Courts service. This is bringing changes to the Service's Court work, and particularly the need to deliver 75% of Court reports on the day. Within Leicester City and Leicestershire changes have been seen to the Probation Service's estates, in part brought about by the move from the premises of colleagues from the Community Rehabilitation Company. This has seen the closure of Wigston office and our HQ at St John's Street. Further rationalisation is planned for Coalville and Hinkley teams who will be working from community based reporting centres going forward. We have been involved in Inspections by Her Majesty's Inspectorate of Probation (HMIP) during the year, in addition to participating in partners' inspections. Finally, the National Probation Service is in the process of a national staffing and resource rationalisation, called E3 (Effectiveness, Efficiency and Excellence). This is implementing a national staffing strategy, based on a resourcing model that decreases the overall establishment of Probation Officers and Senior Administrators within Leicestershire, but increases some staff on other grades. This is having a major impact on staff at the moment as redeployment is required, which is an unsettling process. However, no redundancies will result, and it is hoped to conclude any moves by April 2017.

Notable developments and challenges:

Past Year

2.
 - i) Implementation of the Offender Rehabilitation Act in February 2015- including new Post Sentence Supervision arrangements
 - ii) HMIP Inspection into RAR activities- successful feedback
 - iii) First phases of E3 programme implementation
 - iv) Successful estates closures and consolidation of new working arrangements with the CRC.

Coming Year

3.
 - i) Full implementation of the staffing changes in E3
 - ii) Further estates rationalisation
 - iii) Continued work with sentencers to maintain confidence in the whole probation system
 - iv) Implementing new working arrangements with Turning Point in relation to Alcohol and Drugs Services
 - v) Review of Integrated Offender Management (IOM) arrangements currently planned

Key issues for partnership working or affecting partners

4.
 - i) Potential loss of clear geographical community links once estates changes take place
 - ii) Continued need for close working arrangements with CRC colleagues in shared buildings and where we are no longer located together.
 - iii) Risk of less effective joint work with commissioned treatment providers, particularly in respect of reports produced on the day at Court.
 - iv) Need for clear, agreed partnership meeting attendance between ourselves and CRC colleagues to ensure good communication

Issues in local areas

5.
 - i) Offenders from Wigston now reporting in Leicester
 - ii) Further disruption to offenders reporting arrangements in Coalville and Hinkley once offices close

Recommendations for the Board

6. To note the contents of the report.

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

8th December 2016

LSCSB UPDATE: Public Health – Local Alcohol Action Areas Proposal (LAAA2)

Background

1. The Home Office, Public Health England (PHE) and Department of Health (DoH) recently released the opportunity for areas to submit proposals for Local Alcohol Action Areas. Up to 40 areas will be selected nationally for the 2 year programme. Proposals were required to be submitted by 18th Nov. The Home Office expects to announce areas selected in December or early January.
2. The LAAA programme has 3 core aims, areas submitting proposals were to choose to address at least one of these;
 - i) Preventing alcohol-related crime and disorder
 - ii) Reducing alcohol-related health harms
 - iii) Generating economic growth by creating a vibrant and diverse night time economy.
3. In addition, each area also selected at least one of the programmes 5 core challenges. Depending on the core aim selected the proposals are expected to have the support of the Director of Public Health, Police + Crime Commissioner/Chief Constable, and of director responsible for planning and economic development.
4. No funding is available to the programme. Successful areas will each be allocated a Support Manager from either the Home Office or PHE to contribute to the planning and review process. In addition successful areas will be expected to provide quarterly progress reports.
5. Whilst proposals are likely to be submitted by one organisation/dept there is an expectation that the proposal addresses common local issues and/or problems across the area. Strong partnership working is acknowledged as the best way to devise and develop strategies to tackle alcohol-related problems.

Leicestershire's Proposal

6. The response from Leicestershire was led by the County Council Public Health Department with support from the County Council Community Safety Team. The chosen aim was reducing alcohol-related health harms and the core challenge addressed was, 'how can local areas improve the collection, sharing and use of data between A+E Departments, local authorities and the police'.

7. Whilst hospital stays for alcohol related harm are slightly better than the England average, alcohol related health harms, (and indeed crime and disorder) remain a local priority. The rate of alcohol-related harm hospital stays is 596 (England average 641) which represents **3,964** stays per year (Leicestershire Health Profile 2016). Alcohol can also be a factor in heart disease, strokes, cancers and other health issues. In addition alcohol can significantly impact on anti-social behaviour, violent crime and domestic abuse.
8. Addressing this proposed core challenge will have the benefit of providing district authorities with data and information that will support their decision making in relation to licensing applications, agreeing Cumulative Impact Zones, and working towards Purple Flag status (already achieved by one district and in progress in a further 2 districts). It will also support Public Health in allocating resources to tackle alcohol health harms more widely.
9. Currently 'LeicesterShire Statistics + Research Online (LSR Online)' provides access to data, maps, and reports on a variety of relevant data, including crime and community safety, health and wellbeing, and neighbourhoods and communities. However, comprehensive as this is, significant gaps remain in the data and partners would find useful to address these gaps. In addition PH analysts do access some EMAS and A+E data but this is not necessarily alcohol related. There is not currently a process in place to routinely provide EMAS and A+E data to local districts to support their planning.

Key issues for partnership working or affecting partners

10. If the proposal be successful the first tasks will be to identify key stakeholders and partners, and conduct an audit of available data/data sources.
11. A Project Group will be established of key individuals from partner agencies who will be instrumental in progressing agreed areas of work. This will include developing a Project Action Plan.

Recommendations for the Board

12. That the Board support the programme should the proposal be successful.

Debra Cunningham (Public Health Strategic Commissioner)

Leicestershire County Council

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