



LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

Friday, 23 March 2018 at 10.00 am

Guthlaxton Committee Room, County Hall, Glenfield

Agenda

1. Election of Chairman.

[The Chairman and Vice Chairman have notified that they are unable to attend the meeting.]

2. Introductions.

3. Minutes of previous meeting. (Pages 3 - 10)

4. Matters arising.

5. Declarations of interest.

6. Safer Communities Performance 2017/18 Quarter 3. (Pages 11 - 16)

The report will be presented by Rik Basra, Community Safety Co-ordinator.

7. Strategic Partnership Board Update.

A verbal update will be provided by Chris Thomas, Head of Service Early Help and Safer Communities, Leicestershire County Council.

8. Strategic Partnership Board Demand Update. (Pages 17 - 20)

The report will be presented by Gurjit Samra-Rai, Community Safety Manager at Leicestershire County Council.



9. LSCSB Update: Child Sexual Exploitation. (Pages 21 - 28)

*The report will be presented by Donna Smalley, Service Manager
Child Sexual Exploitation at Leicestershire County Council.*

10. LSCSB Update: Leicestershire Police - Domestic Abuse. (Pages 29 - 32)

*The report will be presented by Detective Chief Inspector Lucy
Batchelor, Leicestershire Police.*

11. LSCSB Update: The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company. (Pages 33 - 50)

*The report will be presented by Grace Strong, Regional Manager for
Derbyshire, Leicestershire and Rutland Community Rehabilitation
Company.*

12. LSCSB Update: Leicestershire Police Foreign National Offenders Desk Update. (Pages 51 - 54)

*The report will be presented by PC Anthony Andrews and DS Gary
Bee from Leicestershire Police.*

13. Other business.

14. Date of the next meeting.

The next meeting of the LSCSB is scheduled to take place on Friday
15 June 2018 at 10.00am.

Minutes of a meeting of the Leicestershire Safer Communities Strategy Board held at County Hall, Glenfield on Friday, 1 December 2017.

Present

Ivan Ould 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. Brian Page	Community Safety Partnership Strategy Group Chair - Charnwood Borough Council
Cllr. Trevor Pendleton	Community Safety Partnership Strategy Group Chair - N. W. Leicestershire District Council
Cllr. Michael Rickman	Community Safety Partnership Strategy Group Chair - Harborough District Council
Cllr. Peter Wallace	Community Safety Partnership Strategy Group Chair – Hinckley and Bosworth Borough Council
Matt Cane	Leicestershire Fire and Rescue Service
Mina Bhavsar	Head of Adult Safeguarding (LLR CCG Hosted Safeguarding team) representing Ket Chudasama; Asst Director of Corporate Affairs (WLCCG)

Officers

John Richardson	Blaby District Council
Chris Traill	Charnwood Borough Council
Rachel Burgess	Hinckley and Bosworth Borough Council
Chris Thomas	Leicestershire County Council
Ann-Marie Hawkins	Harborough District Council
Chris Brown	North West Leicestershire District Council
Carly Turner	Supporting Leicestershire Families, Leicestershire County Council
Rik Basra	Community Safety Co-ordinator, Leicestershire County Council

Others

Lord W Bach	Police and Crime Commissioner
Paul Hindson	Office of the Police and Crime Commissioner

Dr. Joshnar Mavji	Public Health
Supt. Shane O'Neill	Leicestershire Police
Cllr. Alan Walters	Rutland County Council
Carolyn MacLean	National probation Service
Detective Superintendent Simon Cure	Leicestershire Police
Richard Clarke	Chairman, Leicester, Leicestershire and Rutland Neighbourhood Watch
Anne Coulstock	Leicester, Leicestershire and Rutland Neighbourhood Watch

Apologies for absence

Chief Superintendent Andy Lee	Leicestershire Police
Jane Moore	Head of Supporting Leicestershire Families and Safer Communities
Paul Collett	North West Leicestershire District Council
Mark Smith	Oadby and Wigston District Council
John Leach	Leicester City Council
Sharon Stacey	Hinckley and Bosworth Borough Council
Gurjit Samra-Rai	Leicestershire County Council

30. Introductions.

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

31. Minutes of previous meeting.

The minutes of the meeting held on 4 September 2017 were taken as read and confirmed as a correct record.

32. Matters arising.

There were none to note.

33. 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.

Mr I. D. Ould CC declared an interest in agenda item 11 'Links between Leicestershire Safer Communities Strategy Board and the Health and Wellbeing Board' as a member of the Health and Wellbeing Board.

34. Safer Communities Performance 2017/18 Quarter 2.

The Board considered a report from Rik Basra, Community Safety Coordinator, which gave an update on the Safer Communities performance for Quarter 2 of 2017/18. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

The Board discussed the information detailed in Appendix 1 and were informed that there was an upward trend in reported crime levels for all categories. The increase in vehicle crime was above the regional average.

Arising from discussion, the following points were raised:-

- i) The definition for 'Burglary Dwelling' had changed since last year, so a year on year comparison could not be made at this stage. Officers would explore whether the performance data for the indicator 'Burglary rate' could be broken down to detail the number of offences involving shed burglaries. Clarification would also be given to the Board as to whether the performance data for vehicle crime included only stolen vehicles or also incorporated items stolen *from* vehicles;
- ii) Regarding the 'Violence with injury rate', the rate for Leicestershire (4.35/1000) was significantly below the regional average (7.7/1000);
- iii) There was a sustained downward trend in performance against the newly adopted anti-social behaviour (ASB) indicator in the Community Based Survey 'the percentage of people that agree ASB has decreased or stayed the same'; this was of concern to officers and would be investigated further. The Board was informed that the indicator detailed people's perceptions rather than hard data of actual ASB offences;
- iv) Although there had been a 19% increase in the number of reported Hate incidents, the Board was informed that numbers were low and changes would as a consequence disproportionately affect the overall trend data;
- v) Regarding the level of prosecutions for hate incidents; the Local Police Commander could provide details of the level of successful prosecutions;
- vi) The Board was reminded that some of the data detailed at Appendix 1 had not been updated from the previous quarter as the data was collected at different times of the year, from different sources and, in some cases, was collected quarterly in arrears.
- vii) In some cases, for example with Domestic Violence, successful awareness campaigns often increased the rate of reporting, which should be seen as positive rather than an issue of concern.

RESOLVED:-

- a. That the Quarter 2 2017/18 performance report be noted.
- b. That officers would explore whether the performance data for 'burglary rate' could be broken down to detail the number of shed burglaries included.

35. The National Probation Service Leicestershire.

The Board considered a report from Carolyn MacLean of the National Probation Service (NPS) which informed the Board of the developments within the National probation Service over the last 12 months.

Arising from discussion, the following points were raised:-

- i) The organisation had experienced large scale change in the last 3 years, particularly with how the service was organised; there had been an adjustment in the level of qualified service officers and new ways of supervising offenders had been introduced;
- ii) The NPS were working jointly with the Police and the Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (CRC) with a more aligned focus on cases of serious harm and the handling of Domestic Abuse offenders. This included data analysis to understand patterns of offending so as to reshape services to meet need. This would lead to improved information sharing to manage cases effectively;
- iii) Future priorities for the NPS included work related to the management of offenders in custody, to improve safety in prisons and a large Ministerial driven project around improving the outcomes for indeterminate prisoners. The board was informed that the safe and controlled release of indeterminate prisoners would require additional engagement with partners as there were many complex cases to handle;
- iv) National key performance indicators focussed on processes; data related to offender pathways and outcomes could not be provided due to the size and complexity of the area;
- v) The Board expressed concern regarding the attendance by the NPS at previous LSCSB meetings. It was explained that, following the recent organisational changes, there were fewer senior managers, so reducing ability to attend meetings. However, the Board was informed that attendance at the LSCSB would be prioritised, although resource was not available to attend the Community Safety Partnership Joint Action Group meetings around the county;
- vi) Members expressed concern about attendance at the LSCSB by the CRC and the level of engagement by the organisation; clarification was needed about their role, links to the NPS and attendance at the Board meetings.

RESOLVED:-

That

- a. the report be noted; and
- b. CRC attendance be requested for the next meeting.

36. Domestic and Sexual Violence and Abuse Update.

The Board considered a report from Detective Superintendent Simon Cure of Leicestershire Police which detailed the structures in place and significant workstreams being undertaken with regard to Domestic Violence and Abuse across Leicester, Leicestershire and Rutland. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

The Board was informed that the Domestic Abuse (DA) Health Group had been set up by the Clinical Commissioning Group, following recognition of the gaps in provision particularly in relation to primary care and GPs. It was outlined that domestic violence was a significant factor in the death of children.

RESOLVED:-

That the report be noted.

37. Domestic Abuse: November 2017 Awareness Raising Campaign.

The Board considered a report from Rik Basra, Community Safety Coordinator, which gave an overview of the Domestic Abuse (DA) Awareness Raising Campaign being delivered during November 2017. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i) The evaluation report of the campaign would be circulated to Board members;
- ii) The Board was pleased to hear that the campaign had encouraged more people to seek support with DA issues. It was planned that referrals would be made to United Against Violence and Abuse (UAVA), which had made preparations to ensure that the level of demand could be met. However, Councillor Walters expressed concern based on feedback that he had received regarding UAVA's capacity to deal with additional calls. It was requested that the evaluation data detailed both the level of referrals and the number of people supported by UAVA.

RESOLVED:-

- a. That the contents of the report be noted;
- b. That the evaluation report be distributed to Members of the Leicestershire Safer Communities Strategy Board.

38. LSCSB Update: Supporting Leicestershire Families.

The Board considered a report from Carly Turner, Service Manager Supporting Leicestershire Families, which informed the Board of partnership working within the Supporting Leicestershire Families Programme. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i) Officers were currently considering how to deliver the next phase of the Supporting Leicestershire Families programme, once the funding from the Troubled Families Programme had ceased. The Board was informed that it was vital to engage with partners to deliver at a local level.
- ii) The Police and Crime Commissioner praised the success of the Supporting Leicestershire Families programme and stated that he would continue to fund the programme. He highlighted that there was a need for Community Safety Partnerships to also support the programme.

RESOLVED:-

That the report be noted.

39. Prevent - Update.

The Board considered a report from Chris Thomas, Head of Service Early Help and Safer Communities at Leicestershire County Council, which gave an update on the Home Office pilot – Operation Dovetail and informed the Board on how the Prevent agenda would be managed within Leicestershire County Council following the cessation of funding on 31 October 2017. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

RESOLVED:-

That the report be noted.

40. Links between Leicestershire Safer Communities Strategy Board and the Health and Wellbeing Board.

The Board considered a report from Dr. Joshna Mavji, Public Health regarding the work being undertaken to explore how the Health and Wellbeing Board (HWB) and the LSCSB could work together effectively to understand, support and deliver common priorities. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i) The data presented in the report detailed information available to Public Health; there had been changes to the statistics made available to them following the move to the County Council and it was hoped that more information could be accessed directly from hospitals. The Board was informed that data was welcomed by the Community Safety Partnerships as it helped inform their activities;
- ii) The Board was concerned about potential duplication in that the information presented was similar to that in the report on Domestic and Sexual Violence held by Detective Superintendent Cure. The benefits of amalgamating the information and joint working were recognised, particularly with reduced resources. The Joint Partnership on Child Sexual Exploitation was highlighted as an example where joint working had been successful in enabling service delivery;

- iii) The Strategic Partnership Board Executive Board, run by the Office of the Police and Crime Commissioner, had discussed at length the benefits of data sharing.

RESOLVED:-

That

- a) the report be noted;
- b) where possible, the data be broken down to District level to support the Community Safety Partnerships in determining priorities for action; and
- c) a report on how data is handled and coordinated to reduce duplication be presented at the next meeting.

41. LSCSB Update: Neighbourhood Watch Leicester, Leicestershire and Rutland.

The Board considered a report of Richard Clarke, the Chairman of Neighbourhood Watch Leicester, Leicestershire and Rutland (NHW) which outlined the organisation's strategic aims and governance arrangements, and sought support from partners through the adoption of a Memorandum of Understanding (MoU). A copy of the report, marked Agenda Item 12, is filed with these minutes.

Arising from discussion, the following points were raised:-

- i) The structure and organisation of Neighbourhood Watch had changed since 2015. Now led by volunteers, a great deal of work had been undertaken to reinvigorate the business; The Chairmen of the Community Safety Partnerships welcomed attendance by NHW at Community Safety Partnership meetings;
- ii) The Board acknowledged that there was general support for the MoU and asked that each Community Safety Partnership be approached to sign the agreement. It was noted that Leicestershire Police, Leicester City Council and Rutland County Council had already signed the MoU.

Mr, I. D. Ould CC, Chairman, left the meeting at 12.05pm as he was due to attend another meeting.

Mr T. J. Pendleton CC in the chair.

RESOLVED:-

That the report be noted.

42. Date of the next meeting.

It was agreed that the next meeting of the Board would take place on Friday 23 March 2018 at 10.00am.

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD:

23 MARCH 2017

SAFER COMMUNITIES PERFORMANCE 2017/18 QUARTER 3

Introduction

1. The purpose of this report is to update the Leicestershire Safer Communities Strategy Board (LSCSB) regarding Safer Communities performance for 2017/18 Quarter 3. The Safer Communities dashboard is shown at Appendix 1.
2. The dashboard shows the performance of each key performance indicator (KPI). It includes rolling 12 months trend data, collated comparative data showing most similar group (MSG) ranking and, more locally, charts showing how district councils compare.
3. Crime data is now regularly updated for the previous financial year 2016/17. This will mean the baseline year end rates will show small variations when compared to previous reports.

Overall Performance Summary

4. All crime reduction performance categories continue to follow an adverse trend in Quarter 3. Crime levels across all KPI's are increasing, although vehicle crime has begun to stabilise over the last 6 months. Most categories are performing in line or lower than the regional average. Vehicle crime however is higher than the regional average.
5. The Anti-Social Behaviour (ASB) indicator is drawn from a question in the Community Based Survey (CBS), *'the % of people that agree that ASB has decreased or stayed the same'* this shows public perceptions regarding ASB levels are on a sustained downward trend as detailed at paragraph 18.
6. Hate incident reporting has shown a 6% increase compared to the same period in the previous 12 months. However reporting numbers are small and fluctuations can disproportionately affect statistics.
7. Performance with regard to each priority is outlined below.

Ongoing Reductions in Crime

8. Residential Burglary rates have shown large monthly variations since April 2017 with a peak in October 2017 and troughs in June, August and December. Overall the trend is stable. Residential Burglary is a new

classification and cannot be compared to domestic burglary in the previous year.

9. The offence rate for all Burglary, i.e. both residential and commercial burglaries, is 7.9 per 1000 population which is just above the regional average of 7.3. This is an 11% increase on the previous rolling 12 months.
10. The current 12 month period for vehicle crime (Incorporating theft of vehicle, theft from vehicle and vehicle interference) is 32% higher when compared to the same period last year. The Quarter 3 rate is currently 8.66 crimes per 1000 population which is higher than the regional average of 7.7. Encouragingly the rate of increase has slowed over the last 6 months with the current quarter being the same as the previous quarter.
11. The upward trend in violence with injury rates has continued in Quarter 3 with 4.62 offences per 1000 population. This is a 32% increase on the previous rolling 12 months. Increases have been seen nationally; to add context, the regional average is 7.7 per 1000 population.
12. In summary, reported crime in Leicestershire County in 2017 is continuing its upward trend with an overall year on year increase of 20% in Quarter 3. The increasing trend follows the regional trend. The current rate is 59 crimes per 1000 population which is better than the regional average of 69 crimes per 1000 population.

Reducing Re-offending

13. Integrated Offender Management (IOM) data monitors the Leicester, Leicestershire and Rutland-wide overall reoffending rate amongst a representative cohort of offenders (163); Performance is measured annually and separate county figures are no longer produced. The percentage reduction in reoffending has shown a slight improvement with the 2014/15 figure sitting at 40%, a 2015/16 figure of 41% and current rolling 12 month figure of 41.8% reduction.
14. With regard to the number of first time entrants (FTE) into the criminal justice system aged 10-17, there were 21 FTE's in Quarter 3 2017 (data is collected a quarter in arrears), which was a reduction of 7 young people (25%) in relation to the same quarter last year (28 FTE's). This KPI has shown continuous improvement; to add context, 2014/15 set a baseline figure of 190 entrants with a sizable fall to 126 FTE by 2016/17.
15. Reoffending rates for 2016/17 was 0.91 compared to 0.82 in 2015/16. This is ahead of the regional (1.26) and national (1.11) performance.

Repeat Victimisation and Vulnerable Victims

16. The rolling 12 month figure as at September 2017 for Repeat Multi Agency Risk Assessment Conference (MARAC) referrals remains the same to the

previous quarter at 27%. This is just below the SafeLives recommended threshold of between 28% and 40%.

17. The number of referrals to United Against Violence and Abuse (UAVA) in the 12 months up to December 2017 is provisionally estimated at 864, as not all data was available at the time that this report was written. There has been a decrease in referrals in Quarter 2 and Quarter 3. The provisional Quarter 3 referral figure of 155 for Leicestershire is 36% lower than in Quarter 3 the previous year. Data for district services has not been provided.

Anti-Social Behaviour (ASB) and Satisfaction

18. In 2017/18 the Community Based Survey (CBS) was recommissioned with a new question set agreed. The question used to assess perceptions of ASB going forward: is “% of people that agree ASB has decreased or stayed the same”.
19. Quarter 3 shows that 81.0% of respondents agreed that ASB had decreased or remained the same. This value is down 13% on the comparable value in Quarter 3 2016/17. The established quarter response to this question is usually between 92% and 97%, the current 81% figure shows a sustained and marked decrease for the last 3 quarters.

Preventing terrorism and radicalisation

20. Reported hate incidents had previously shown a sustained, albeit slow, overall downward trend with a 2015-16 figure of 0.58 reports per thousand. However, recent figures show a very slight improvement with a 2016/17 rolling figure of 0.71 reports. Quarter 3 trend data shows further increases in reporting with 0.74 reports per thousand population. To add context, reporting numbers are relatively small and as such small changes disproportionately affect the overall trend data.
21. From April 2016 all partners (Leicestershire Police and Local Authorities in Leicestershire, Leicester and Rutland) began recording incidents of hate crime on SENTINEL for a more joined up approach to recording of such Incidents. Currently 20% of all reported Hate crime is recorded on SENTINEL.

Recommendations

22. That the Board notes the 2017/18 Quarter 3 performance information.

Officers to Contact

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Appendices

Appendix 1- Safer Communities Performance Dashboard Quarter 3, 2017/18

Outcomes	Overall Progress RAG	Supporting Indicators	Year end (2016-17)-updated	Current Year Q3 rolling 12month (2017-18)	Current Direction of Travel	Progress	Nearest Neighbour Comparison	County Comparison	District Comparison
Ongoing reductions in crime	A	Total Crime rate (per 1,000 population)	51.14	58.53	↓	A	4/9	Top	
		Domestic Burglary rate (per 1,000 population)	3.91	5.11 ¹	→	A	6/9	Average	
		Burglary Rate (Includes residential, business & community)	7.33	7.90	↓	A	5/9	Average	
		Vehicle Crime rate (per 1,000 population)	7.20	8.66	→	A	6/9	Bottom	
		Violence with Injury rate (per 1,000 population)	3.89	4.62	↓	A	2/9	Top	
Reduce offending and re-offending	G	% Reduction in offending by IOM & PPO Offenders	42.8%	41.8%	→	G	-	-	
		Rate of re-offending by young offenders (local data, Leics&Rutland)	0.82 <small>April 15- March 16</small>	0.91 <small>April 16- March 17</small>	↑	G	-	-	
		Number of first time entrants to the criminal justice system aged 10 - 17 (Leics&Rutland)	126	75 <small>April- Dec 17</small>	↑	G	Top		
Protect and support the most vulnerable in communities	G	% of domestic violence cases reviewed at MARAC that are repeat incidents	30.0%	27% <small>Oct 16- Sep 17</small>	↑	G	-	-	
		Number of referrals to domestic abuse support services (adults). From December 2015 includes sexual violence referrals.	1611 ²	864 ³ <small>Dec 16 - 17</small>	↓	A	-	-	
Continue to reduce anti-social behaviour	G	NEW - % of people that agree ASB has decreased or stayed the same.	93.9%	81.0%	↓	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)	0.71	0.74	↑	G	-	-	

¹ Domestic Burglary rates are higher due to HO reclassification "Burglary Residential"

²Includes UAVA referrals (1174), HBBC & Blaby support services (287), LWA lottery funded outreach services(150).

³UAVA referrals only

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD**23 MARCH 2018****STRATEGIC PARTNERSHIP BOARD (SPB) DEMAND UPDATE****Introduction**

1. The purpose of this paper is to provide an overview of demand work being considered to inform strategic understanding, across the partnership, of the challenges associated with increasing demand in both volume and complexity.

Background

2. The ethos behind looking at demand is to identify the areas which present partners with opportunities to reshape or align service offer, to consider collective approaches and seek cross agency commitment to focusing upon "Understanding our Demand" as a collaborative priority work area.
3. A number of factors have led to this point including, but not exhaustively:
 - Public sector cuts across Leicester, Leicestershire and Rutland (LLR) since 2010 leaving significant budget gaps;
 - Data not consistently shared across the agency spectrum;
 - Differing focus at a regional and local level;
 - Rising demand particularly for emergency and reactive services;
 - Perception of silo work across agencies;
 - Contradictory policies and procedures across agencies.

Demand

4. A collaborative analysis of demand has been pursued to test a hypothesis that the main sources of demand are shared across agencies. This work is still progressing and includes the cross referencing of individuals and localities or "places" across agencies.
5. For example, the dysfunctional demand of:
 - the top 10 prolific perpetrators of Domestic Abuse (DA);
 - the small cohort responsible for many admissions to A&E
 - the missing from home episodes across LLR where 3% of the missing individuals account for 36% of overall missing persons demand.
6. At an operational level, individual projects have been established to manage demand in innovative and more effective ways; Braunstone Blues, Pro-Active Vulnerability Engagement Team (PAVE) and the Child Sexual Exploitation (CSE) project have sought to manage demand in areas of high service

pressure focussing on key issues driving demand, such as a locality of high service pressure, mental health and vulnerability to sexual exploitation.

Information Sharing

7. An overarching aspect of all priorities is the ability to share information regarding service users; whether that be to reduce demand or to identify individuals for early intervention work to take place for preventative initiatives. An immense amount of data is held across organisations; however there is too often an inability of that data to be readily shared.
8. A high level information sharing protocol exists with individual data sharing agreements below it; these data sharing agreements are currently being reviewed in light of the forthcoming (May 2018) General Data Protection Regulations (GDPR), further opportunities to improve data sharing will be considered through this review.
9. Good practice can be demonstrated through the Joint Action Groups (JAGs), where bespoke area arrangements operate on locality needs, furthermore the Endeavour Team in Hinckley and Bosworth has operational joint working with partners sharing information and intelligence. This practice is being looked at with a view to being replicated in other localities.
10. Strong partnership arrangements also ensure that at the time of a serious incident information is readily and easily shared across agencies resulting in immediate joint agency response; thus illustrating the will to share data and information when required.

Next Steps

11. The Strategic Partnership Board is working to better understand the good practice from current initiatives and consider opportunities to mainstream or scale up. This will be aided by the identification of a senior Demand Lead from each agency to work together with each other to develop a more integrated approach and to support joint intervention, integration and other activities in response to the identified key demand areas.
12. A data security manager will be identified from each agency to remove data sharing blockers; this will further reflect a commitment to sharing data and avoiding duplication across the partnership.

Recommendations

It is recommended:

1. That the Board notes the content of the paper.
2. That the Board endorses the next steps in paragraphs 11 and 12 of the report.

Officer to contact

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

23 MARCH 2018

LSCSB UPDATE: CHILD SEXUAL EXPLOITATION

Purpose of Report

1. This report provides an update on the development of the Leicester, Leicestershire and Rutland (LLR) Multi-agency CSE team, and the deployment and progress of the Strategic Partnership Development Fund (SPDF CSE Project)

Background

2. The previous update report to the LSCSB was presented in February 2017. Child Sexual Exploitation (CSE) is a strategic priority for Leicestershire County Council. The joint LLR CSE, Missing and Trafficked Strategy and Action Plan sets out how Leicester, Leicestershire and Rutland (LLR) will take action to safeguard and protect children at risk of CSE, trafficking or going missing from care, home or education. This is governed through the monthly CSE, Missing and Trafficked Operations Group which reports to the CSE, Missing and Trafficked Executive Board.
3. The Multi-agency CSE team was developed after Operation Fedora (2013), a criminal investigation that resulted in the first successful CSE related prosecution in Leicestershire where six men were jailed for the exploitation of a sixteen year old girl. The success of this case prompted a more integrated partnership approach which resulted in Leicestershire County Council staff co-locating in a police station with the CSE investigation team, the missing from home team and the paedophile online investigation team. The team received funding from a growth bid in June 2015 which enabled the appointment of an LLR CSE Co-ordinator. In October 2015 a joint partnership bid by the Leicestershire and Rutland LSCB and Leicester LSCB was submitted to the Strategic Partnership Development Fund of the Office of the Police Crime Commissioner (OPCC). The bid supported by the CSE Executive Group was aimed at funding provision in relation to CSE. The bid of £1.23 million was endorsed in full at the Strategic Partnership Board on 29th October 2015.
4. The bid encompassed a range of initiatives to build capacity, capability and improve the effectiveness of the partnership in preventing, identifying and tackling CSE. The funding supported both one-off and non-recurring projects as well as extending existing projects and good practice. This included the continuation of the CSE Coordinator post to develop, plan, execute, monitor and end the individual work streams within the SPDF CSE Project.

Leicestershire County Council is the lead organisation responsible for managing and coordinating the implementation of the project.

5. Leicestershire County Council's vision is to create a strong, multi-agency and child centred service to:
 - i) Prevent CSE and stop existing CSE from continuing;
 - i) Protect those at risk or victims of CSE;
 - ii) Pursue and disrupt the perpetrators of CSE;
 - iii) Prosecute offenders.

6. The service has been successful in producing an environment that encourages collaborative information sharing, and combined risk assessment resulting in live time activity jointly led by DI Helen Schofield and Service Manager, Donna Smalley.

7. As well as Senior Practitioners and CSE Officers, the operational and investigative response has been bolstered through the SPDF CSE Project through recruitment of:
 - i) Two CSE Health Nurses (significance has been the ability to place flags on children's health records where they are identified as high or medium risk of CSE. This has proven essential in particularly when children attend out of hour's emergency health care, integrated sexual health services and CAMHS);
 - ii) CSE Analyst (this post is hosted by the Leicestershire Police and is critical to the collection of data, interpretation of the local picture and targeting of resources);
 - iii) A Forensic Psychologist (this post has supported the psychological profiling of children and young people and risky persons)

8. Prevention through awareness raising of CSE has been supported by the SPDF CSE Project through the following work streams:
 - i) Parenting Coordinator and CSE Prevention Officer;
 - ii) Four CSE Outreach Workers (2FTE);
 - iii) School Prevention Activity (raising awareness with primary and secondary school children);
 - iv) CEASE (Commitment to Eradicate Sexual Abuse and Exploitations)
 - v) Faith and Communities CSE Champion Service (Engage ME);
 - vi) Warning Zone;
 - vii) CSE Communications and Engagement Officer (working across LLR& Northamptonshire Police) who is raising professional and public awareness in relation to both national and local campaigns.

9. CEASE developed and promoted Kayleigh's Love Story (CEASE). Across LLR 50 children have made disclosures as a direct result of Kayleigh's Love Story.

10. The Parenting Coordinator and CSE Prevention Officer have worked with existing parenting support services (statutory and non-statutory) to support the development of resources to allow them to raise awareness of CSE and support parents already affected. This service has forged links with some of our most vulnerable groups such as those with Special Educational Needs (SEN).
11. Warning Zone (SPDF CSE Project) has continued to have an impact on children and young people's use of the social, digital media. For example, of 160 children who visited Warning Zone 52% said they would change their privacy settings and that they would check their contacts.
12. Training has also been delivered to primary and secondary schools through an external provider *Safe and Sound*. The offer includes 'train the trainer' which will allow staff to disseminate the learning in their own schools.
13. The CSE Outreach Service is raising awareness with grass roots organisations and engaging sports leads. The service has raised awareness with children through youth groups in community settings e.g. Focus Charity, Kingfisher Youth Centre, boys group at Warning Zone, Active Choice Program and Young Carers groups. Outreach has also engaged with practitioners and/or organisations such as public health promoters, Burger King, leisure centres, libraries, Sorrel Youth Café, Haymarket Bus Station, Taxi Licencing in Charnwood and independent children's homes. User feedback:

"I never thought about why children behave like that, now I know there can be a reason like this" (Burger King staff).

"It gave me more information on what to look out for and no matter how insignificant it may seem, always try and think more about things and the situation, not taking things at face value" (Shires Oakham).

"Boys can be raped too" "People can lie about themselves; I will change my setting to private" (children and young people comments).

14. The Faith and Communities CSE Champion Service (engage ME) should support an increase in referrals from Black and Minority Ethnic (BME) communities and faith groups and develop trust between BME communities and statutory agencies.
15. The Multi-agency CSE team holds daily, weekly and monthly joint partnership meetings where information and intelligence is shared and targeted responses support real time investigations and disruption. Monthly performance strategic meetings are held to inform the targeting of resources by analysing partners' data to improve the collective understanding of both victim and perpetrator profiles, trends and themes in local areas.
16. The approach has highlighted that these complex investigations require a more unconventional proactive partnership response. The earlier identification of risk, including the pursuit of risky persons (a risky adult or peer is somebody who either presents a direct risk to the child or intentionally facilitates contact

between the child and a risky adult or peer) provides opportunities for earlier disruption and prevention work. A dedicated victim liaison team developed by the police and social care ensures a victim centred approach throughout the judicial process and the recovery of victims. This means that the team are confident that they are able to evidence that they are moving beyond ‘the Rotherham Model’; they know the CSE profile based on live inter-agency problem profiling and the importance of making case connections including the patterns of perpetrator and victims. It is clear where hotspots are, and targeted preventative work (risk and resilience) is undertaken where there is heightened vulnerability, enabling the team to intervene in harmful social spaces (usually outside the family home).

17. The hidden nature and complexity of child sexual exploitation means children and young people affected often do not know that they are being abused and may return to their abuser repeatedly during the course of the Multi-agency CSE team’s involvement. Recovery is not a linear or quick process and success requires skilled staff that recognise the complexity, behaviours and feelings of sexually exploited children and young people. Staff must manage ongoing risk and support the children through consistent involvement to help them recognise that they are being exploited, without attributing blame or responsibility. This approach is informed by what children and young people tell us:
 - i) Pay attention, notice me and ask me questions;
 - ii) Go at my pace; don’t pressure or push, but stick with me;
 - ii) Don’t judge or blame me;
 - iv) Let me know that you genuinely care;
 - iv) Focus on my strengths and opportunities as well as risks;
 - v) Manage my personal information with care and be honest;
 - vi) Work with me not for me;
 - vii) Help me make sense of what’s happened;
 - ix) Find ways to offer consistent support;
 - x) Think about the ‘whole me’, my other needs and my family/carers.

Notable developments and challenges

18. The Multi-agency CSE team has hosted multi-agency professionals meetings and briefing sessions for both Leicester and Leicestershire workforces in regard to complex cases, and investigations into networks of abuse. This service is available to all Leicester City Council, Leicestershire County Council and Rutland County Council. It has created an environment for multiple professionals to share information and intelligence, and specific expertise, particularly around mental health, psychological impact of trauma; and develop strategic assessments to inform planning, define roles and manage expectations in complicated situations for children and families.
19. The weekly intelligence meetings are now supported by representation from the Force Intelligence Bureau (FIB). The relaunch of the information sharing form at the end of November and subsequent promotion across education, health and

the community safety partnership has reaped rewards. The development of partner intelligence has led to two investigations and created enforcement opportunities for the police which social care staff has supported. After the tactical response, Outreach Workers supported by local PCSO's have visited schools, churches, youth groups and voluntary groups to raise both public confidence and create a culture where CSE and drug exploitation is everyone's business and if you "Spot the signs" you can, with discretion, refer through the information sharing form.

20. The monthly intelligence meeting supported by the CSE Analyst continues to interrogate our collective data. This focuses on high risk cases, exceptional reporting and profiling victims, risky people and locations. The data is beginning to enrich. The identification of educational referrals has recently provided opportunities for both Leicester and Leicestershire to identify two secondary schools in each authority; where intelligence suggests both sexual and drug exploitation is occurring. An integrated partnership package will provide extra police visibility, police patrols and mapping to identify primary victims, witnesses, perpetrators and associations. Appropriate safeguarding packages will then be identified for individual children.
21. The LLR CSE Service Manager continues to represent the Multi-agency CSE team at the Knife Crime & Urban Street Gang (USG) & Organised Crime Groups (OCG) Steering Group. I have recently promoted the co-opting of safeguarding leads representing LLR. We are also joined by a safeguarding lead from probation, who will also contribute to the monthly intelligence meeting. In January 2018 the statutory partners who attend the group reviewed the top ten knife carrying nominals. Recommendations are then made to inform planning and intervention for the young people; also identifying locations for potential intervention. The partnerships are contributing to the development of the knife crime and USG protocol and are collaborating on developing a tactical options kit.
22. Links have been developed with the Regional CSE Co-ordinator, LLR has contributed to the National Child Sexual Abuse/Exploitation Prevention Strategy that provides a benchmark for the regional strategies to refer to. The national strategy has oversight from the steering group, which includes representatives from Home Office, NWG, Barnardo's, Victim Support, The Children's Society, NCA, Centre of Expertise, NHS, Lucy Faithfull Foundation, NSPCC, Ofsted and academics who are experts in this field.

Performance information – CSE

23. The number of CSE referrals in Leicestershire continues to increase. The majority of the referrals relate to females, with boys at 25%. The most prevalent age range in Leicestershire is 13-16 years.
24. The online model remains a key method used by risky persons to contact children and young people. The 'party model' remains dominant in respect of the perceived exchange model; drugs, alcohol are offered to disinhibit, create a

dependency and reliance. Some children report enjoying the excitement of drug taking and impulsive decision making. The majority do not seek out risky situations.

25. Leicestershire continues to work with children with multiple health issues. This can relate to sexual health, poor mental health, including self-harm, anxiety, eating disorders and alcohol and substance misuse. Through the SPDF CSE project the CSE nurses continue to raise awareness with our health colleagues from a variety of universal community based disciplines. The amount of children referred onto health services for support and recovery has doubled recently with some children accessing more than one specialist service. The CSE nurses attend a number of professionals' meetings in relation to individual children subject to missing and exploitation, providing specialist assessments, health chronologies and signposting to recovery services.

Missing

26. Leicestershire (Q2 2017/18) reports a 20% reduction in missing episodes. This cohort includes our looked after children, children residing at home and out of area children placed in Leicestershire. This is partly attributed to some of our most prolific missing children leaving our area and also owing to the effectiveness of the Listening Support Service which offers independent return interviews.
27. An escalation process led by the director has had success in encouraging effective cross border communication and out of force collaboration to safeguard children.
28. In Leicestershire there are thirty five independent children's homes, each is allocated a Multi-agency CSE team CSE Officer who acts as a trainer, consultant and at times an independent visitor to children placed away from home and their local community.
29. In September 2017, alongside Leicestershire police and the Leicestershire Safeguarding Children Board (LSCB), we hosted a restorative justice day. The Multi-agency CSE & Missing from Home team took this opportunity to reinforce the use of our safeguarding processes, including the sharing of intelligence through the Information Sharing Form; and as a priority encourage prompt notification and sharing of information about children placed in our area.

Future plans

- i. Police and Leicestershire County Council, Leicestershire County Council and Rutland County Council will continue to develop the response to missing children. Refine intelligence sharing processes to identify risk, threat of harm and themes.
- ii. Improve the analysis of information and determine the impact of our return interview service.

- iii. In relation to the SPDF CSE project, the CSE coordinator working in conjunction with the OPCC:
- iv. Undertake evaluation; extracting outcomes, impact and the difference we have made to safeguarding children.
- v. Identify future opportunities and recommendations aligned to the SPB/PCC priorities and report to the CSE Executive Group.
- vi. Plan exit strategies, as work streams conclude, identifying sufficiency within the workforce to mainstream CSE/missing identification. Identify potential gaps in service provision especially where this may directly impact on children, families and increase risk to children and families.
- vii. Strengthen our response to both sexual and drug exploitation alongside groups, gangs and county lines. Referrals for boys demonstrate similar vulnerabilities to girls such as mental health issues and substance misuse. Forthcoming campaigns include the launch of “Brecks Last Game” in June 2018 targeting online social network and gaming platforms.
- viii. Continued focus and awareness around online risks.
- ix. Campaign aimed at the night time economy, licensed premise’s and taxi drivers is underway in planning.
- x. Integration of the co-located Multi-agency CSE team.

Key issues for the partnership

31. The end of some or all of the SPDF project work streams and consequent depletion of resources.

Recommendations for the board

32. To note the contents of the report.

Officers to contact

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

23 MARCH 2018

LSCSB UPDATE: LEICESTERSHIRE POLICE – DOMESTIC ABUSE

Purpose of the report

1. The purpose of this report is to update the board on recent and current activity relating to Domestic Abuse.

Notable developments and challenges:

Past Year

2. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection. In the past year Leicestershire Police has been inspected twice by HMICFRS as part of the Inspectorate's PEEL regime and a follow up visit in relation to Child Protection. Domestic Abuse was in both cases a focus of attention. Both inspections went well and received positive feedback. Pressure on the Domestic Abuse Investigation Unit (DAIU) and Multi-Agency Risk Assessment Conference (MARAC) was noted by the Inspectors due to the increased number of high risk cases. The force has responded by increasing resource in the DAIU. Other areas of focus include seeking to improve arrest rates as well as improving charge and conviction rates.
3. Implementation of DA Matters Training. Following the successful pilot of this training programme in 2017, the force has invested in delivering the training to a further 450 officers involved in the initial response and investigation of domestic abuse. The training is co-delivered by SafeLives, Leicestershire Police trainers and representatives from United Against Violence and Abuse (UAVA). The programme includes a "train the trainer" element which allows both the police and UAVA representatives to deliver the training in the future without SafeLives. The training is immersive and impactful, focusing on the effect of coercive and controlling behaviour on victims and perpetrators. Feedback from officers attending the training is extremely positive and demonstrates that the training has a direct impact on officer's understanding of behaviours and situations.
4. MARAC Manager. From the Violence Against Women and Girls (VAWG) No More Project Funding a MARAC Manager post has been established to lead a review of MARAC and associated processes to improve the effectiveness of MARAC. The review is reporting to the MARAC Operational Group. One of the main objectives is to achieve a multi-agency daily review of high risk domestic abuse cases, improving the timeliness of partnership working and safeguarding of victims and their families.

5. Integrated Offender Management (IOM) ADAPT Pilot. DCI Paul McKinder (IOM) is leading a pilot project to increase the number of Domestic Abuse Perpetrators managed with IOM. ADAPT stands for Adult Domestic Abuse Perpetrator Team and is team which will work alongside the established IOM team. This positive and progressive move is designed to target domestic abuse perpetrators who currently do not meet the multi-agency IOM criteria, but still present a high risk requiring proactive management. The team have identified a cohort of perpetrators who in the past 12 months have required police attendance on multiple occasions. ADAPT will work in conjunction with MARAC to ensure that high risk perpetrators are identified and managed. Offenders will be managed in accordance with current IOM best practise, utilising identified pathways out of offending and seeking to engage perpetrators in order to create behaviour change.

Coming Year

6. Continued review of MARAC in conjunction with VAWG No More Project Funding. The MARAC Manager will continue to review MARAC and make recommendations on improving processes and effectiveness both internally from the police perspective, but also across the partnership. This post is part funded by the VAWG project and the remainder of the funding is provided by Leicestershire Police. Discussions have commenced with representatives from Adult and Children Social Care, and Leicestershire Partnership NHS Trust and University Hospitals Leicester to develop options for the remaining funding, potentially exploring options around a secondment model. The aim being to create a multi- agency MARAC team that reviews high cases on a daily basis.
7. Development of Safeguarding Hub. Leicestershire Police has commenced a project to develop a Safeguarding Hub. This project will take a phased approach, initially to review and change internal structures in relation to adult vulnerability. This will include MARAC, Domestic Abuse Support Team, Adult Referral Team, PAVE Team and the Mental Health Triage Car. The objective is to better coordinate resources and identify opportunities for partner agencies to engage with this team. In the long term, there may be further opportunities to combine with the Children's Hub and create a combined Safeguarding Hub. The project is also exploring opportunities to improve the links between a centralised hub and locally based problem solving arrangements such as JAGs and Community Safety Partnerships supporting an early intervention approach.

Key issues for partnership working or affecting partners

8. Changes to MARAC. The aim of the MARAC review is to explore opportunities to improve exchange of information and pathways between agencies. This will include the development of a multi-agency team to review and respond to incidents of high risk domestic abuse on a daily basis. There is funding available through the VAWG No More Project, but this will require a change to current working practises and structures for partner agencies.

Recommendations for the Board

9. To note the above update.

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD:
23 MARCH 2018

LSCSB UPDATE: THE DERBYSHIRE, LEICESTERSHIRE,
NOTTINGHAMSHIRE AND RUTLAND COMMUNITY
REHABILITATION COMPANY (DLNR CRC)

Purpose and Background

1. DLNR was established as a Community Rehabilitation Company under the Government's Transforming Rehabilitation Reforms. Since February 2015, DLNR CRC has been owned by the Reducing Reoffending Partnership (RRP)¹, a company which also owns the neighbouring CRC in Staffordshire and West Midlands (SWM CRC). Between February 2015 and January 2017, both CRCs have undergone a Transformation Programme which has brought about significant change in relation to the operating model, resourcing and infrastructure.
2. DLNR CRC is responsible for the supervision of adult offenders who are at low and medium risk of harm, the provision of a range of rehabilitative interventions for CRC and National Probation Service (NPS) cases and the delivery of 'Through the Gate' (TTG) services in Resettlement Prisons including HMP Leicester. The contract management for these services is through HM Prisons and Probation Services (HMPPS) within the Ministry of Justice. The contract length is seven years with the possibility of extension by a further three years. It is currently contract year four.
3. This paper provides an overview of recent developments within the DLNR CRC including an outline of the organisational structure, the current operating model, the performance framework in relation to reducing reoffending and the priorities for 2018, as relevant to community safety partners.

Notable developments and challenges:

4. The Transformation Programme has brought about a number of changes to organisational structure and the core operating model. A summary of these is outlined below.

Organisational Structure

5. The corporate Head Office for RRP is in Birmingham wherein the Chief Executive Officer, Adam Hart, and Corporate Services are based. The

¹ The Reducing Reoffending Partnership comprises of three organisations:

- Ingeus UK – a private sector provider of employment and health services.
- St Giles Trust – a charity working with offenders in prisons and communities.
- Change, Grow, Live (CGL) – a large substance misuse charity.

Executive Team and Corporate Services span both DLNR and SWM CRCs. Shared services include:

- Financial Services;
 - People Services (including Human Resources and Learning and Development);
 - Compliance, Risk and Quality Management Team;
 - Analysis and Change Unit (including performance);
 - Communications and Public Relations;
 - Supply Chain and Contract Management.
6. Operations are organised at CRC level. Ben Wild, a member of the RRP Executive Team, is the Director of Operations for DLNR CRC and four senior managers have responsibility for all service delivery functions across the region. The structure of operations in DLNR CRC, and in particular Leicestershire and Rutland, is outlined in Appendix A. The Board will note that there has been a recent change in Senior Management for Leicestershire and Rutland with Bob Bearne and Grace Strong taking on the local senior leadership of LLR.

Operating Model

7. The key elements of the CRC's operating model are outlined below.

Case Management

8. There are three generic Case Management Teams operating in Leicestershire and Rutland responsible for a total 1964 offenders in custody or subject to statutory supervision in the community. The current structure of these teams means that they incorporate a mixed city and county caseload². A fourth team is located within Integrated Offender Management, with a total caseload of 116, which again covers both city and county. The three generic teams are based in the Leicester City Office (Friar Lane) but also deliver in a range of partner and community sites across the county, as follows:
- Loughborough: NPS Offices (5 days)
 - Melton: Melton Borough Council offices (5 days)
 - Oakham: Rutland County Council offices (1 day)
 - Market Harborough: Harborough District Council offices (1 day)
 - Coalville: Marlene Reid Centre (5 days)
 - Hinckley: Atkins Building (3 days)
9. Our Case Management Framework supports Case Managers to explicitly prioritise cases and focus resources on those cases that pose the highest risk of harm and reoffending and where rehabilitative intervention is likely to have

² The **Leicester North Team** covers Loughborough, Soar Valley and surrounding area, The **Leicester East Team** covers Melton, Rutland, Oadby and Wigston, Market Harborough and surrounding area and The **Leicester West Team** covers Blaby, Hinckley, Coalville and surrounding area.

the greatest impact. Whilst one-to-one work is a key element to the model there is also a much greater emphasis on group activities and interventions than has previously been the case in probation services. As such, all teams run a suite of group-based Pathway Interventions which are detailed below and in Appendix B.

10. The average caseload in Leicestershire and Rutland per practitioner is currently the highest in DLNR at 64.5 service users (offenders). Whilst this is lower than has recently been the case, there is on-going work to bring it in-line with the rest of the region (currently at 57.1). This involves ensuring capacity across Leicestershire and Rutland is being utilised effectively and pursuing further recruitment of practitioners where needed.

Interventions and Services

11. A range of in-house interventions and services are delivered including the following:
 - i. **Community Payback:** Managing CRC and NPS Service Users subject to Unpaid Work Requirements;
 - ii. **Accredited Programmes:** Delivering Accredited Programmes³ to CRC and NPS Service Users with a requirement as part of a community sentence or post-release supervision;
 - iii. **Housing and Welfare:** Providing specialist advice and intervention in relation to Housing and Finance, Benefit and Debt. The service includes the provision of wrap-around support and an accommodation fund which is used to support the commissioning of accommodation projects, such as the 'reserve bed' scheme and rent deposit schemes;
 - iv. **Peer Mentoring:** Delivering a peer mentor scheme wherein Service Users who have made sufficient progress can train and volunteer as peer mentors and support the design and delivery of CRC services. DLNR CRC also gives employment opportunities to ex-service users to provide progression routes from peer mentoring into employment;
 - v. **Attendance Centre:** Delivering a newly designed programme, 'Fast Forward,' to 18-24 year olds subject to Attendance Centre Requirements;
 - vi. **Pathway Interventions:** Delivering a suite of structured, brief interventions designed to be delivered in group as part of a Rehabilitation Activity Requirement or post-release licence to both CRC and NPS service users. These are outlined in Appendix B;
 - vii. **Health Trainers:** Leicestershire and Rutland is the only area in DLNR with a dedicated Health Trainer team. This is commissioned/funded by the NHS.

Commissioned Services

³ DLNR CRC currently run the following accredited programmes: Building Better Relationships (Domestic Abuse), Thinking Skills Programme, Drink Impaired Drivers, Control of Violence for Angry Impulsive Drinkers and Resolve (addresses violence; emotional and instrumental).

12. DLNR and SWM CRC have commissioned a number of specialist interventions and services since February 2015. These include:
 - i. **An Education, Training and Employment Service**
 - ii. **Women’s Services**
 - iii. **Foundations of Rehabilitation** (a group work programme based on principles known to support offenders desistance from offending)
 - iv. **A Peer Advisor Scheme**
 - v. **A Community Volunteers Service**
 - vi. **Two Service User Councils**
13. A brief overview of commissioned services, including details of the current provider, is outlined in Appendix C.

Resettlement (‘Through the Gate’) Services

14. There are Through the Gate (TTG) Teams in all resettlement prisons within DLNR (and HMP Peterborough) including the local prison, HMP Leicester. The Through the Gate service was brought about through the Transforming Rehabilitation reforms. TTG Teams are responsible for the completion of initial assessments in relation to any tenancy, employment, safeguarding and finance, benefit and debt issues that require immediate attention and the completion of a Resettlement Plan.
15. The main focus of the TTG Team’s work takes place when a prisoner enters the last three months of their sentence, at which point the Resettlement Plan is reviewed and work is undertaken to prepare for release. This includes attending a Resettlement Fayre which in HMP Leicester involves agencies such as Turning Point and the National Careers Service as well as community based agencies such as Action Homeless, Citizens Advice Bureau, Clockwise Bank, Princes Trust, Leicestershire Cares (WIRE project) and Leicester Charity Link. A number of workshops are also attended prior to release including Money Management, Housing Options, Princes Trust and Leicester YMCA. The Making Amends and the Foundations of Rehabilitation (Appendix B) are also delivered within HMP Leicester. The team work closely with St Giles Trust to support the provision of Peer Advisors⁴.
16. HMP Leicester was recently the focus of an unannounced HM Inspectorate of Probation inspection. The outcome of the inspection was positive and initial feedback from HMIP was that CRC provision at HMP Leicester is “particularly strong”.

Customer Service Centre

17. A central Customer Service Centre (CSC) provides the majority of call handling for service users, partners⁵ and beneficiaries and undertakes the majority of administrative support for probation practitioners. The DLNR CSC is based in the city of Nottingham.

⁴ Peer Advisors are trusted prisoners who are able to study for their Information Advice Guidance (IAG) qualification.

⁵ There is a dedicated number for partners: 0121 273 5000

Partnerships

18. At a service delivery level, DLNR CRC continues to work closely with a range of agencies and services in order to protect the public and reduce reoffending, which includes having staff co-located with partners at Mansfield House Police Station. DLNR CRC also co-delivers with Leicestershire Police, the 'Engage' project, providing out-of-court disposals (conditional cautions and community resolutions) for Young Adults.
19. DLNR CRC has one Partnership Manager, Deborah Gray, who engages with partners and boards across the whole area. The current priorities for this role are to develop those operational and strategic partnerships which assist in addressing the health issues that are linked to reoffending. Invariably wider partnership engagement, including meeting statutory responsibilities, falls to local senior and middle managers. It is acknowledged that in Leicestershire and Rutland there has been insufficient engagement by the CRC in recent years. The new Senior Managers for Leicestershire and Rutland area are currently reviewing local partnership engagement with a view to increasing this over the forthcoming months. This includes ensuring regular attendance at the LSCSB.

Payment Mechanism and Performance

20. The Board will be aware that CRC's funding is obtained through the following mechanisms:
 - i. Fee for Service: Payment for managing service users and delivering the sentence of the court. This is essentially the CRC's core funding and it includes a fixed and a variable element.
 - ii. Fee for Use: Payment for delivering interventions to NPS service users (through the 'rate card')
 - iii. Payment by Results: Payment for reducing re-offending (binary and frequency measures)⁶
21. The payment mechanism presents resource challenges for CRCs not least due to the recent fall in community sentence volumes and the NPS's use of services through the rate card not being fixed or guaranteed. Furthermore, CRCs incur financial penalties for not meeting performance measures in Service delivery or for failing to meet targets in relation to Reducing Reoffending. These factors have presented challenges in relation to resources and are currently under review at a national level. In recent months a higher proportion of the Fee for Service has been fixed, providing more stability than has previously been the case.
22. Performance is measured in two key areas:
 - i. Schedule 9 performance - there are 12 Service Levels in CRC's performance framework which includes targets in relation to timeliness

⁶ Binary refers to whether an offender reoffends, frequency is the number of reoffences per reoffender.

of first contact, timeliness of assessments and completion of requirements and sentences.

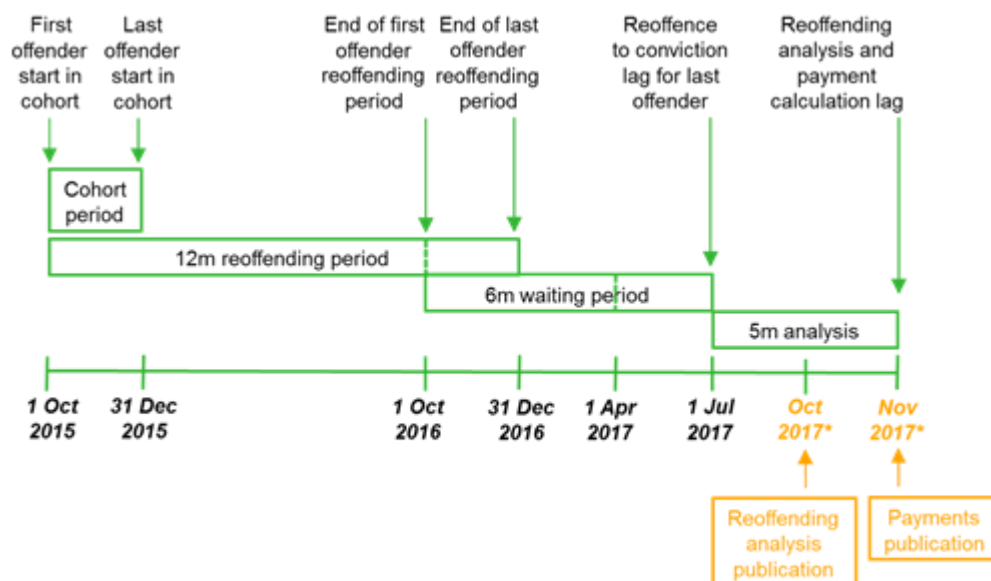
- ii. Reducing Reoffending - there are two measures, the binary rate (proportion of offenders who reoffend) and the frequency rate (the average number of re-offences per reoffender).

Reducing Reoffending

23. One of the challenges in recent years has been the lack of data available to the CRCs, NPS and partners in relation to reducing reoffending performance. This is largely as a result of the current approach wherein a cohort is set and tracked but there is then a two year lag in the analysis and publication of reoffending statistics. However, the Final Proven Reoffending Statistics for all CRCs and NPS divisions are now publicly available here:

<https://www.gov.uk/government/collections/payment-by-results-statistics>

24. The figure below shows the process using Cohort 1 (1 October 2015 to 31 December 2015) to illustrate the timescales involved. The Board will note that the Final Proven Reoffending Statistics are now available for Cohort 1 and Cohort 2 (1 January to 31 March 2016) with the publication for Cohort 3 (1 April to 30 June 2016) expected in April 2018. Further information on reoffending performance to date will be available at the Leicestershire Safer Communities Strategy Board meeting on 23 March 2018.



25. The proven reoffending data is provided at CRC-level and this, together with the aforementioned delay in publication, has resulted in DLNR CRC developing the capability to track cohorts in real-time and analyse data at a more local level. This includes development of a Reoffending Analysis Tool (RAT), which uses data extracted from the Probation Services Case Management System (nDelius) as a proxy for both binary and frequency reoffending performance. Further information on the RAT is provided in Appendix D.

Coming Year

26. Within the Leicestershire and Rutland Cluster of DLNR CRC, the focus will be on the following priorities in the forthcoming months:
- i. Reviewing the current case management team structure to improve the ability to deliver and engage locally.
 - ii. Bringing case management workloads in line with the rest of the region including undertaking further recruitment where required.
 - iii. Reviewing current delivery locations to ensure they meet operational needs, including exploring any further opportunities for colocation.
 - iv. Reducing reoffending by ensuring resources are targeted at those most likely to reoffend, as evidenced through local RAT data.
 - v. Increasing targeted partnership engagement at a strategic and operational level.

Key issues for partnership working

27. As highlighted above, a priority for the CRC in Leicestershire and Rutland is to review local delivery and partnership engagement at a sub-regional and local level. The challenge will be in ensuring that engagement is targeted in the most efficient and effective way given capacity is more limited than prior to the Transforming Rehabilitation reforms.
28. Reducing Reoffending will be of interest to partners with community safety responsibilities. Leicestershire and Rutland have a history of working collaboratively to address the multiple issues and needs which underpin reoffending across communities. Further discussion is welcomed around the reducing reoffending agenda and in particular how data from the Ministry of Justice and the Reoffending Analysis Tool (RAT) can be used to identify trends, set priorities, respond to local need and track local performance in this area of business.

Recommendations for the Board

29. It is recommended that the Board:
- i. Notes the contents of this report.
 - ii. Considers how to ensure that reoffending data is utilised by partners to track local performance and further improve outcomes.

Grace Strong

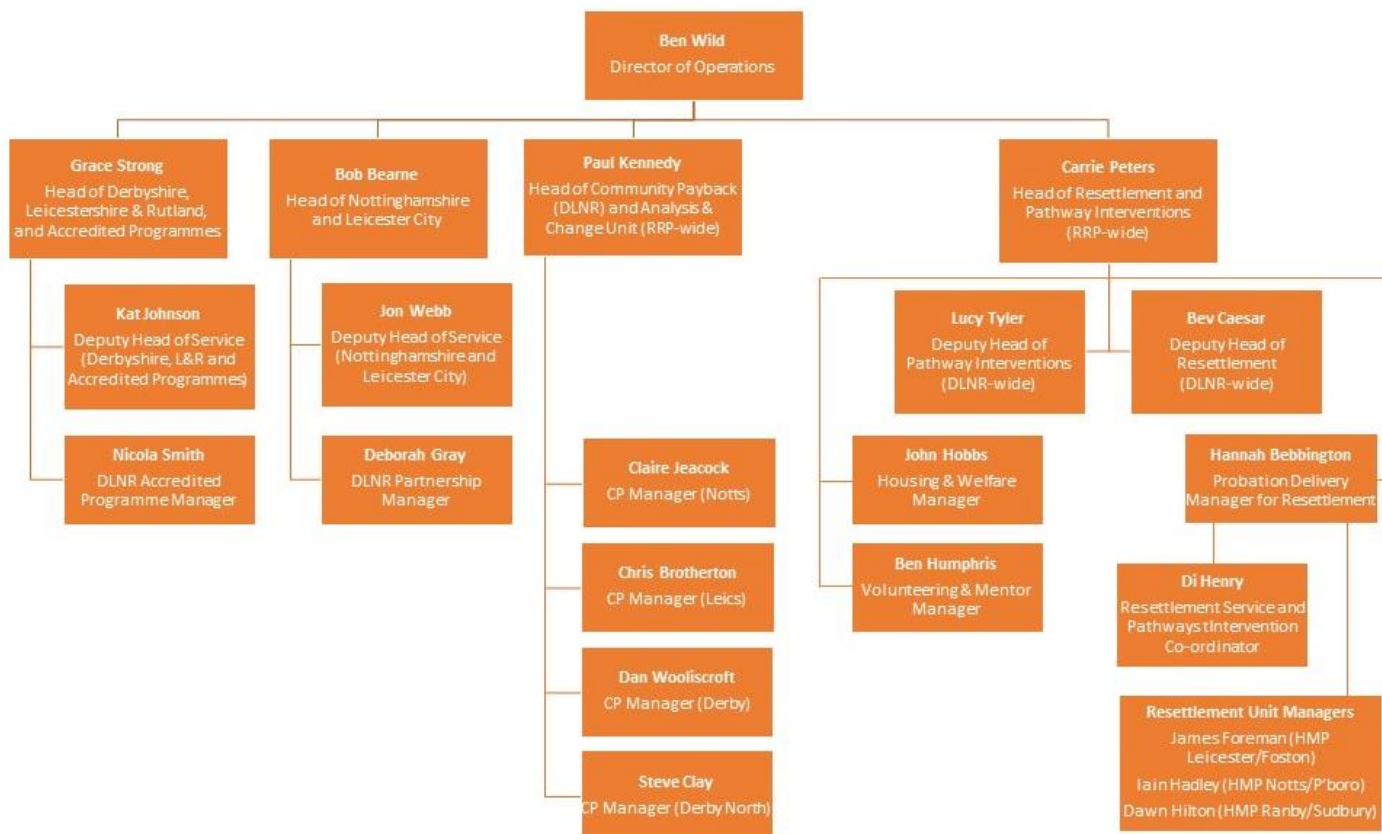
Regional Manager for Leicestershire and Rutland, Derby City and Derbyshire and Head of Accredited Programmes.
DLNR CRC

Tel: 0797 6202350

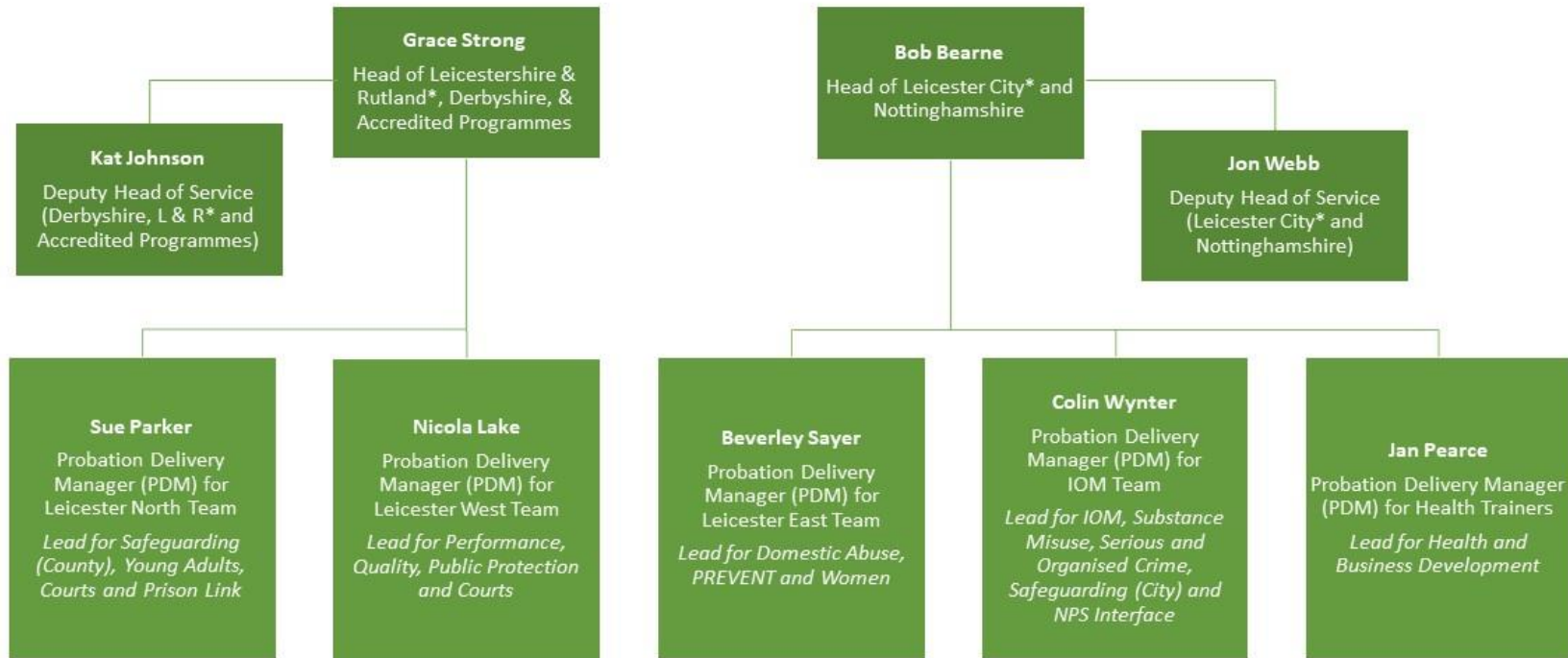
Email: grace.strong@rrp.gse.gov.uk

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Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company DLNR Wide Management Structure



**Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company
Leicestershire & Rutland Management Structure**



DLNR CRC Pathway Interventions

Pathway Intervention	Details
Anger Management	Targeted at Service Users who have anger management / temper control issues identified as relating to their offending behaviour. This 6 session intervention is designed for those with more reactive / impulsive anger management issues and works best as an awareness raising programme for those who are beginning to understand that their behaviour is leading to negative consequences.
Substance Misuse Brief Intervention (SMBI)	SMBI consists of 6 sessions which explore the effects of substance misuse with those who have demonstrated a desire to change their behaviour and is targeted at Service Users who have experienced issues with substance misuse that has led to offending behaviour. This will normally be targeted at those with lower level substance misuse issues (i.e. occasional or recreational use or “binge” usage) where this has been identified as a problem.
Pathway to Independence	This 6 session intervention is young adult males (18-24) and has been developed as part of the young adult work-stream in recognition of the evidence that informs us that young adulthood is a distinct developmental stage in life. It can be run alongside or in addition to the Fast Forward Intervention. Pathways to Independence consists of 6 sessions which explore various issues and areas of life associated with offending behaviour for the young adult target group
Foundations of Rehabilitation	Foundations of Rehabilitation focuses on the root causes of offending behaviour, utilising a range of evidence based tools and techniques. Service Users develop a personalised set of sustainable strategies which helps them build the recovery capital needed for longer term desistance from offending behaviour. This intervention is split into 3 modules (Connect, Grow, Thrive) and these can be delivered either separately depending on need (Connect for lower risk Service Users, Grow for medium risk and Thrive for those at a higher risk of re-offending or with additional needs) or as part of a larger, 18 session programme (each session consists of 6 core sessions).
Getting a Home, Keeping a Home	Getting a Home, Keeping a Home is delivered by our Housing and Welfare Team. It consists of a rolling programme comprising of 4 sessions. Your Housing Options (Lack of accommodation or homelessness). How to Maintain a Tenancy (Rights and Responsibilities). Benefits and Work (How it impacts on your housing options). Managing a Budget (The cost of not paying your rent).
Making Amends	Making Amends is a 5 session intervention, looking jointly at victim awareness and the principles and procedures associated with Restorative Justice.
Safer Choices	Safer Choices is a Pathway Intervention to address the behaviour of male perpetrators of domestic abuse. It is an 8 session closed group programme that aims to increase participant awareness of domestic abuse and reduce reoffending. This intervention is not for clients who are suitable for the Building Better Relationships programme and require more intensive long term work to address more entrenched patterns of behaviour and beliefs.
Education, Training and Employment	A range of workshop-style interventions are available through our commissioned ETE Service including: Changing Direction – To understand the process we go through when making changes (the Cycle of Change) and to understand comfort zones; the positive and negative effects and the impact this can have on a person’s ability to change. This workshop also explores the

Pathway Intervention	Details
	<p>benefits of working and identifying potential barriers as well as strengths.</p> <p>Recognising Work Strengths – This workshop will help to recognise personal attributes and development areas. The Service User will assess their strengths and identify transferable skills, bringing to light all they have to offer to an employer.</p> <p>Disclosure – The aim of this workshop is to provide an understanding of what disclosure is, when it must be done and provide examples and advice on how to do this positively. It describes the different methods and levels of disclosure and what is meant by a spent conviction. It will also provide further help and advice on individual disclosures.</p> <p>Positive Communication – The workshop aims to give Service Users and understanding of the importance of creating a positive impression and identifies how to use body language to leave a lasting impression. It will also increase self-awareness and will help identify ways to improve communication.</p> <p>Interview Basics – Preparation for a range of different interviews such as telephone, group and panel interviews. This session will provide tips and advice on how to perfect interview techniques in order to be successful.</p> <p>CV Building – This workshop will outline the key structure of a CV and help create the perfect CV whilst recognising the importance of tailoring a CV for a particular job role.</p> <p>High Quality Application Forms – Service Users will learn how to complete an application form effectively, practice completing an application form and write a supporting statement which can then be used as a guide.</p> <p>Phone Confidence – Advice and support on how to be confident when using the phone. This will aid speculative calling to suitable employers and telephone interviews.</p> <p>Using Social Media to Job Search – An introduction to social media sites to help to increase the chances of securing employment through job search.</p>

**DLNR CRC
Commissioned Services**

Services	Provider	Details
Education, Training & Employment (ETE)	Ingeus	A Employment, Training & Education (ETE) programme which has been designed to support service users back into sustainable employment and/or training, with the ultimate aim of reducing reoffending. The service is delivered through one-to-one and group engagements with dedicated ETE Advisors and supported by Ingeus Employment Partnership Coordinators who place service users direct into live vacancies. The team also support access to employment, apprenticeships, traineeships and functional skills programmes. (See also Appendix B for information about the workshops delivered within this service).
Women's Services	Various. (New Dawn, New Day in Leicestershire and Rutland)	We contract with a number of local women's services specialist agencies who provide specialist tailored interventions in both the community and custody settings for female services users. Custody: In HMP Foston, Drake hall and Peterborough we work in partnership with Changing Lives to deliver interventions relating to Emotional Resilience, Healthy Relationships, Sexual Health and Wellbeing and Positive Parenting. Community: We work with 7 local partners, Brighter Futures, Changing Lives, Mariposa (Black Country Women's Aid), New Dawn New Day, Springboard (Fry Housing), Nottingham Women's Centre and Women's Work to deliver a suite of interventions that are flexibly delivered comprising of a Change programme, Healthy emotions, Healthy Relationships and Positive Parenting interventions for female service users.
Foundations of Rehabilitation	Change Grow Live	Foundations of Rehabilitation is a programme designed to reduce reoffending, promote desistance and encourage citizenship amongst service users under our supervision. The partnership initiative is being delivered jointly with Change, Grow, Live (CGL) one of our equity partners. They are a social care and health charity that work with individuals who want to change their lives for the better and achieve positive and life-affirming goals.
Peer Advisor Scheme (custody)	St Giles Trust	Peer Advisors are prisoners in custody who are trained by a St Giles Trust Trainer to provide advice and support to other prisoners. They achieve an Information Advice and Guidance Level 3 (IAG L3). Peer Advisors receive a prison wage for the work they do. Peer Advisors predominately work within the prison estate, but have started to provide community based delivery upon release Nottingham, Derby and Leicester.
Community Volunteer Scheme	SOVA	Sova are responsible for the recruitment, training and supervision of all of the Community Volunteers. Sova employ Volunteer Coordinators, who are co-located in CRC premises, to manage and deliver the service. Community Volunteers are members of the public who are not normally subject to statutory supervision order or licence however they may be an ex Service User They are trained to offer support to service users engaging with the CRCs and NPS to provide both 1-2-1 and group based support. Community Volunteers must be formally matched before 1-2-1 work can commence. They

Services	Provider	Details
		also provide a meet at the gate service for vulnerable service users and will start to provide level 1 accredited training course Workbook delivery to support the 1-2-1 provision.
Service User Council	User Voice	User Voice who have helped us to establish our User Voice Councils across both CRC's. They provide a platform for our service users to have a voice. Their democratic processes enable voices to be heard and focus on collective challenges and solutions. The aim is to improve the service user journey and promote citizenship by supporting active members of the Councils. User Voice recruit and train our service users to become Council members and provide training with personal development to assist members with their employability or further volunteering opportunities.

DLNR CRC

The Reoffending Analysis Tool

DLNR CRC have developed a Reoffending Analysis Tool (RAT), which uses data extracted from the Probation Services Case Management System (nDelius) as a proxy for both binary and frequency reoffending performance.

In very high level terms, the service user sentence data is extracted from nDelius, matched to the Ministry of Justice Payment by Results (PbR) cohorts data published to CRCs and an analysis of new reoffences committed is then performed by the RAT, using new sentences (events on nDelius) as a proxy. The RAT presents the analysis using a number of pivot tables and is intended as an operational tool, to allow the user to drill down to local level to inform the management of those cases presenting the highest risk of reoffending. The RAT can currently segment each cohort by Offender Group Reconviction Scale (OGRS)¹ Percent CRC Team, Risk Flag, age, gender, releasing prison, sentence type and some pathways related information.

A planned future development is to segment each cohort by District Council.

An additional bi-product and benefit of the RAT, is the ability to use it to perform an analysis of the reoffending rate of various interventions to ascertain 'what works' and this is something that is now being developed.

Data Caveats

In terms of the caveats surrounding the data within the RAT, the most significant is that the reoffending analysis is based on data extracted from nDelius, not from the PNC data itself, and therefore should be treated as a proxy. In particular, the data relating to those who receive a caution, though counting as a proven reoffence in the MoJ methodology, is not including in the reoffence data extract from nDelius as it is not recorded in this system. Therefore, the proxy binary rate is likely to be lower than that published by the MoJ and the frequency proxy has been shown to be approximately half that of the MoJ published figure. On this basis, the frequency data is not used in any external analysis and is presented in the RAT as a purely operational intelligence item.

The 'Average Reoffender'

The criteria in the table below have been used to build a 'flag' in the reoffending cohort dataset to identify the 'average reoffender' based on data from early cohorts. The right hand column shows that this is a very good predictor for reoffending.

¹ The Offender Group Reconviction Scale (**OGRS**) is a predictor of re-offending based only on static risks – age, gender and criminal history (Howard, 2009)

OGRS3 Year 1 Score	...Index Offence	...Active Flag	Giving a reoffending rate for cohort 1 of:
51% or more AND...	Burglary (Dwelling) OR Burglary (Other) OR Theft (Non-motor) OR Theft from vehicles AND...	Child Protection OR Domestic Violence OR IOM OR Mental Health.	DLNR 84% (105 out of 125) SWM 82% (167 out of 204)

Multiple Complex Needs

Those cases identified as having multiple complex needs can be identified as a group or as individuals within the RAT.

From a CRC perspective, we would identify offending behaviour as an area that also requires a personalised response and to understand the interaction between multi-faceted and multiple criminal justice, and health and social care needs. There is currently no existing widely used definition in criminal justice.

Many studies researching multiple disadvantage and people's support needs have identified a small population who have significant unmet needs. These circumstances often relate to people who are considered 'marginal, high risk and hard to reach'. This includes people who may be involved in substance misuse, offending, have significant mental health issues and/or cognitive impairment.

As a definition for Multiple Complex Needs, the CRC will use a criteria of three of the following issues where there is a depth of need:

- Mental Health
- Substance Misuse
- Homelessness
- Involved in an abusive relationship

- Learning Disability/Cognitive Deficit/Developmental Disorder
- Child Protection

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LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD:
23 MARCH 2018

LSCSB UPDATE: LEICESTERSHIRE POLICE FOREIGN
NATIONAL OFFENDERS DESK UPDATE

Background

1. The Foreign National Offenders (FNO) Desk at Leicestershire Police is part of the Force Intelligence Bureau and is responsible for leading an organised response to the issue of Foreign National Offenders. The FNO works to develop knowledge, understanding and interventions that can be successfully applied to such offenders to mitigate the effects of their actions.
2. Work on this issue has identified data and information that, if shared across partners, could help support more effective and successful interventions to address crime by FNOs. It is expected that this would be possible with relatively minor cost and time resources required from the agencies concerned.”

Notable developments and challenges:

Past Year

3. In the calendar year of 2017 an examination of Foreign National Offenders passing through Leicestershire Police custody suites uncovered some 110 unique individuals that were referred to Home Office Immigration for consideration of subsequent deportation. The referrals were based on either their historical overseas offending or their UK based repeat offending.
4. The Office of National Statistics has estimated the cost to the Criminal Justice System of managing a Foreign National Offender to be about £70,000 per managed offender. On this basis, the potential estimated cost savings achieved for the local Criminal Justice System, by utilising Leicestershire Police data only at this stage, could be in the region of £7,700,000.

Coming Year

5. It follows that more effective information sharing between partners and Leicestershire Police with regard to Foreign Nationals has the potential to achieve significant benefits. The above illustration demonstrates the cost savings; however, most importantly such collaboration may well help better safeguard the communities of Leicestershire.

6. The intention is to measure performance by:
 - a. Determining the number of foreign national offenders identified that have serious overseas convictions.
 - b. The number of successful removals from the country of foreign national offenders.
 - c. The number of Foreign Nationals and UK Nationals that may be sought under the terms of European Arrest Warrants.

The FNO currently have access to bulk searching tools via International Policing computer systems which simply and efficiently check names held.

Key issues for partnership working or affecting partners

7. The aim is to uncover and identify Foreign National Offenders with serious overseas convictions and successfully remove these offenders potentially before they have chance to commit further serious convictions in the United Kingdom.
8. To date, scrutiny of Police systems, notably the Police Custody Process has uncovered approximately 110 offenders potentially suitable for enforcement activity. Leicestershire Police seek to build on this success by working with partner agencies to share community intelligence and information streams in an effort to keep our communities safe.
9. The initial flow of partnership information is envisaged to be via email referral to the following email address

FNI@leicestershire.pnn.police.uk or via portal link to the following:

<https://leics.police.uk/contact/community-partnership-information>

It would also be beneficial to the Foreign National Offenders Desk to be provided identified points of contact in each locality/JAG.

Recommendations for the Board

10. To note the contents of this report.
11. To support the principle of collaborative information sharing contained in this document and provide a named contact within their organisations.

Officers to Contact

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