

LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

2 JUNE 2017

LSCSB UPDATE: Integrated Offender Management (IOM)

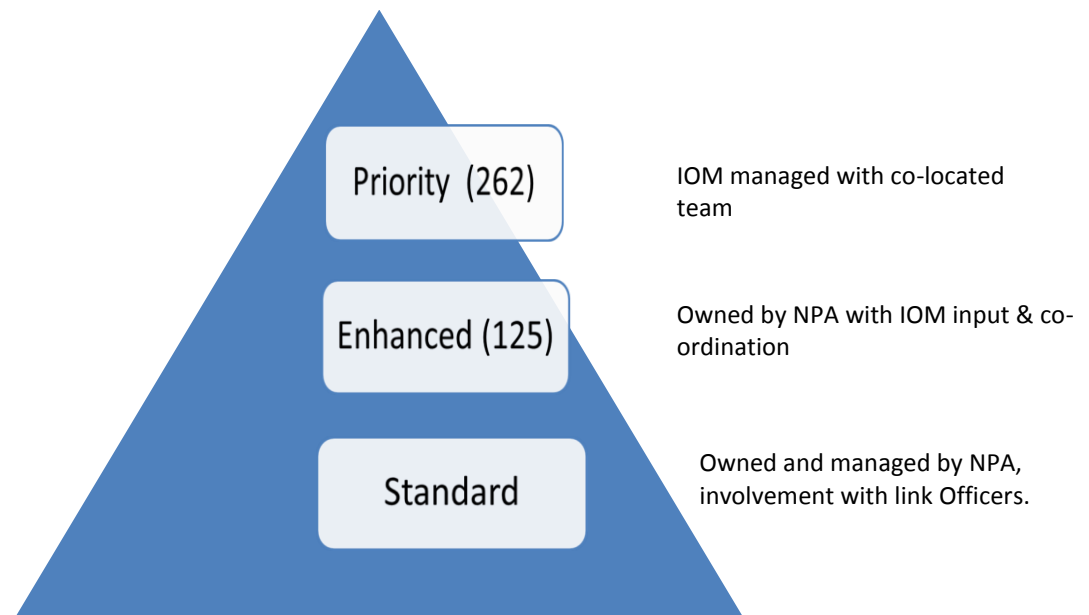
Background

1. The IOM team works out of Mansfield House Police Station and has been operating for over 15 years working with partners from various agencies. Although the operation of IOM has changed slightly over the years with the Probation split and different providers, rehabilitation of Offenders and looking at why people offend, still remains at the heart of IOM.

There are currently 12 Police Officers, 9 Police Staff together with staff from the National Probation Service, CRC Probation, Turning Point (drugs and alcohol service) and a prison tracker from HMPS. We are fortunate that the team is co-located which allows us to exchange information and intelligence rapidly as well as building a supportive team around the offender, based on their individual needs.

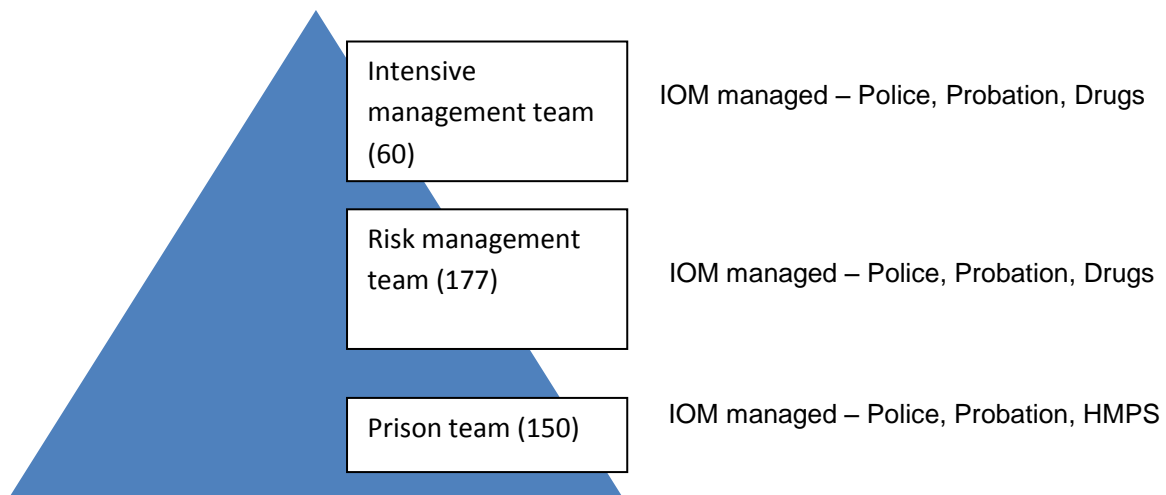
The IOM cohort currently stands at 387, with 186 of offenders being in the Community. Offenders enter IOM via a Single referral process which sits on a weekly basis via a multi-agency panel. Referrals come from Probation, Police and other agencies. They must pose a high risk of harm, high risk of re offending or a reputational risk to the Force/other agency. The level of risk is currently informed by a Probation assessment together with information from Police and other sources and the added value based on multi agency working.

Until recently, there were 3 levels within IOM;



A joint IOM partnership review commenced in 2017 with a focus on looking at the whole of IOM to ensure that it is fit for the future and reflects both the Force and other Partner's agencies demands and priorities. There are currently 38 work streams to the review and these are divided up into different phases according to priority, with each agency taking ownership for specific work streams.

From Monday 22nd May, the IOM operating model changed to reflect the change in Police demand and resources with an emphasis on being more proactively engaged in referrals and making a clearer, more defined IOM. All IOM offenders are now managed with IOM and the new model reflects the dynamic risk management needed for offenders, based on their individual needs. They will continue to be managed by Police Officers, Probation and Turning Point, but there will be less demand on NPAs to manage offenders and more emphasis on responding to current threats, with some cases being Police managed only.



Notable developments and challenges:

Past Year

- Over the last year, there has been a shift in the resources being provided within IOM from Partner agencies and this has had an impact on the previous IOM model which was geographically based. This led to some cross-unit management of offenders with other agencies and highlighted that this model could not continue as it was. This was despite the preference to keep offender management in specific NPA areas from a Police point of view. Police have also had to provide Officers for abstraction to Domestic Abuse in line with Force priorities.

The increase in National Probation Service (NPS) referrals has been significant and has led to increased workloads for all agencies with more of a focus on a risk of harm based approach. This is a significant shift away from the previous Serious Acquisitive Crime (SAC) offending within IOM and whilst we still hold a large proportion of these cases, there is more emphasis on referrals from Domestic Abuse, knife and violent crime. In line with these new

areas of business has brought challenges of staff training and knowledge and this is an area which is constantly being explored and developed.

Information and data sharing between agencies will always be an issue and the change of some systems within Probation meant that there was no single case management system. We rely on our staff and their effective communication to make this work and continue to look at a single system for all agencies to use as well as reviewing our intelligence and information products.

Coming Year

3. The IOM Partnership review will shape IOM for the future and will have an impact on all areas of business. We will be focusing on a slicker, more accessible single referral process that focusses on the right people being in the IOM scheme. The operating model has changed to reflect our Police shift in demand and resource as well as partner resources but we also need to accurately reflect the risk posed by some of our most complex offenders within society and show how we continue to effectively manage them.

Performance will play more of an important part within IOM to clearly show that value for money is being achieved and by providing intensive management and support to offenders, the impact on other services will be less and offending rates will be reduced. The difficulty may come in quantifying this data from an individual needs point of view and this will fall within the review to be focussed on and an appropriate means of recording.

We are required to make savings within the IOM budget (50k) over the next year and the challenge will be how to do this without reducing our service levels to offenders and to our partners. We will be continuing our links with NPAs and playing a more active role within their processes. Our Police staff will play a key role in representing IOM at Joint Actions Groups (JAGS), Community Safety Partnerships (CSPs) as well as identifying offenders that need further management.

We recognise that we cannot manage all offenders within IOM based on our resources and whilst we are being far more proactive in seeking out referrals, we also need to be realistic in who we can manage and what we can offer people. However, our cohort needs to reflect the demands and priorities of all agencies, whether this is multi agency or Police managed only. We will be linking in more closely with departments within the Police and looking to broaden our investigative capabilities to assist with demand overall. There will also be a renewed focus on reviewing offenders within IOM, to ensure that we are still adding value as opposed to keeping them within the scheme for long periods of time and therefore being less effective.

Recommendations for the Board

4. That the Board note the contents of the report.

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