

LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

15 JUNE 2018

LSCSB UPDATE: INTEGRATED OFFENDER MANAGEMENT

Background

1. Integrated Offender Management (IOM) is:-
 - A Multi-Agency Partnership approach involving the Police Service, Probation Services (Community Rehabilitation Company (CRC) / National Probation Service (NPS)), Turning Point, Prison Service and the Youth Offending Service
 - Managing offenders together to reduce re-offending, reduce demand and reduce the number of victims of crime
 - Targeting High Risk of Re-offending and High Risk of Serious Harm Offenders
 - Tackling persistent offenders who through their offending, are high risk of harm, are prolific in committing crime or may pose a reputational risk to the Force or other agencies
2. IOM are based at Mansfield House Police Station and are co-located in the same office working together to implement the four strands of offender management (Investigate, rehabilitate, restrict and protect).
3. IOM manages the risk of 325-350 High Risk Offenders. 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.
4. 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.
5. The current breakdown of IOM cases is:-
 - NPS lead cases constitute 53.80% of IOM
 - CRC cases constitute 39.87% of IOM
 - Police only cases constitute 6.33% of IOM

6. NPS offenders are high risk of serious harm, typically violent offenders with a GBH, Domestic Abuse or Organised Crime Group (OCG) history.
7. CRC offenders are high risk of re-offending, typically serious acquisitive offenders with theft, burglary or robbery convictions
8. Police only cases may include multi-agency involvement that has recently ended, but the threat remains high and their profile requires reassessment and raised where appropriate to, i.e. OCG member, catch/convict situation
9. The increasing proportion of NPS cases continues the gradual trend towards more violent offenders being managed through IOM

Notable developments and challenges:

Past Year

10. Over the past year a Multi-Agency Review involving all IOM partners has significantly revised the IOM Operating model.
11. Key changes include:-
 - A revised IOM Manual with streamlined processes to promote more efficient and effective practices;
 - Reduced Case Management meetings;
 - The Referral process has been revised - simplified form, easier checklist;
 - Single Referral Meeting simplified with consistent chair and representatives from agencies involved;
 - All IOM offenders are now managed by a dedicated Police Officer within IOM, receiving a bespoke offender management package;
 - The above change removed the previous Enhanced IOM classification - reducing demand on NPA's, more consistent ownership and risk management, more pro-active arrests;
 - Niche Offender case management - ensuring 24/7 access to offender records for all officer/staff;
 - All NPA's, NIU's and Prisoner Management Units now have a dedicated IOM Co-ordinator - sharing information on IOM cases, assisting with referrals and liaising to seek future referrals

- IOM and MOSOVO (management of Sexual Offenders or Violent Offenders) integrated prison tracking team
 - IOM ownership of Prison recall co-ordination to reduce demand on neighbourhood and response officers
12. In terms of IOM re-offending performance, an overall reduction of -30.62% has been achieved for the past year, based upon a representative cohort of IOM offenders of 142 individuals. The cohort is selected to ensure year on year data compares like against like, so is a true reflection of the impact IOM management has on nominal's offending rates. This constitutes a reduction of 256 offences and victims.
 13. On Monday 22nd May 2017, the Police IOM operating model was amended 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 within IOM by a Police Offender Manager 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 if necessary.
 14. In February 2018, a new initiative within IOM, the Adult Domestic Abuse Perpetrator Team (ADAPT) started and is working alongside the established IOM team. This positive and progressive move is designed to target additional Domestic Abuse perpetrators who currently do not meet the multi-agency IOM criteria, but still present a high risk and require more pro-active management.
 15. ADAPT's primary aims will be to reduce demand, reduce risk and as a result increase victim safety. The team have identified a cohort of 44 perpetrators that, in the past 12 months, have required Leicestershire Police's attendance for Domestic related matters on 7 or more occasions. They will also work alongside MARAC to ensure that high risk perpetrators are identified and managed where appropriate.

Coming Year

16. Due to the IOM Partnership review and the various changes brought in, there will be an understandable consolidation period as the new processes are bedded in.
17. From the Police perspective, 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 can continue to effectively manage them.

18. The new IOM operating model will be complimented by increasing emphasis by the Neighbourhood Policing Units on local offender management for those persons falling outside the IOM criteria due to, for example, level of risk or lack of statutory involvement of partners. IOM Co-ordinators are working with the NPA's to identify these cases, both to help the local officers manage the specific problems of the individual's behaviour through a local RAG meeting but also to help identify future IOM cases and support more referrals into the scheme
19. In April 2018, the IOM team moved into one larger office with the MAPPA Co-ordination Unit and MOSOVO team. Both Police Offender Management teams now work from one office, alongside colleagues from the National Probation Service, Community Rehabilitation Company, Turning Point, Youth Offending Services and the Prison Service. This is a positive development and is really helping with the sharing of offender information for all officers and to help manage the identified risk.
20. The coming year promises to be a productive one for IOM as the team builds upon the improvements made in the 2017/18 review, establish the new practices and develop new initiatives such as ADAPT, the new shared office space and increased liaison with NPA's concerning both IOM and non IOM cases.

Recommendations for the Board

21. That the contents of the report be noted.

Officer to contact

Detective Inspector 1121 Chris Barratt

(Agency) IOM - Leicestershire Police

Tel: 0116 248 6344

Email: christopher.barratt@leicestershire.pnn.police.uk