

## **LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD**

**14<sup>TH</sup> JUNE 2019**

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

#### **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)<sup>1</sup>, a company which also owns the neighbouring CRC in Staffordshire and West Midlands (SWM CRC).
2. DLNR CRC is responsible for the supervision of adult offenders assessed as low or medium risk of harm, the provision of a range of rehabilitative interventions for both CRC and National Probation Service (NPS) offenders and the delivery of 'Through the Gate' (TTG) services in Resettlement Prisons including HMP Leicester. The contract management of CRCs is through HM Prisons and Probation Services (HMPPS) within the Ministry of Justice. In 2018 it was announced that, by mutual agreement, CRC contracts would end in 2020, earlier than planned. In May 2019, the government's response to the 'Strengthening Probation' consultation outlined their intention to bring all of offender management under the National Probation Service from late 2020 with rehabilitative and resettlement services being commissioned out to private and voluntary and community sector organisations.
3. This paper provides an overview of relevant developments within the DLNR CRC over the last year and key areas of focus for 2019/20.

#### **Notable developments and challenges:**

##### **Past Year**

4. DLNR CRC has continued to experience significant challenges over the last twelve months. Further internal restructuring has largely focused on securing efficiencies within corporate services. Resources within operations in Leicestershire and Rutland have, in the main, been protected. However, there continues to be an acute national shortage of qualified Probation Officers, which has resulted in a workforce with a higher proportion of less experienced practitioners than was historically the case. The CRC has continued to invest in

<sup>1</sup> 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.

the national Professional Qualification in Probation (PQiP) programme. The average caseload in Leicestershire and Rutland currently stands at 65 which sits at the RRP average but is the highest in DLNR CRC.

5. Her Majesty's Inspectorate of Probation: HMIP inspected DLNR CRC in September 2018 and published their report in January 2019, giving an overall rating of 'requires improvement'. A good rating was given for Leadership, Services, Information and Facilities, Community Payback and Through the Gate. The main area of concern was in Case Supervision; requires improvement and inadequate ratings were given for Assessment, Planning, Implementation and Delivery and Review. Five recommendations were made by HMIP which were all accepted and an Improvement Plan, overseen by the HMPPS Contract Management Team, is in progress. Within this there is a particular focus on refresher training in Domestic Abuse, Safeguarding Children, Working with Victims, OASys (assessment and planning) for all practitioners and managers. This has now been delivered fully. New training in Safeguarding Adults is due to be rolled out throughout the summer. The main challenge continues to be the resources within the current contract and caseloads.
6. Interventions: The CRC continues to deliver a wide-range of interventions including Accredited Programmes, Housing and Welfare, Education, Employment and Training, Peer Mentoring and a comprehensive range of Pathway Interventions. With Contract Manager's permission, we have decommissioned delivery of 'Control of Violence for Angry Impulsive Drinkers' (COVAID) due to low numbers and the availability of other suitable programmes. DLNR CRC was re-awarded the Leicestershire and Rutland Health Trainer contract this year which continues to deliver a service across the area to adult offenders with health needs.
7. Trauma-Informed Practice: DLNR CRC continues to collaborate nationally to develop trauma-informed probation practice. All practitioners in Leicestershire and Rutland participated in trauma-informed practice training throughout 2018-19 to increase awareness of Adverse Childhood Experiences (ACEs) and to improve skills in adopting a trauma informed approach to practice.
8. Resettlement Services: In February 2019, DLNR CRC was the first area to go live with the extended Resettlement Specification within the Through the Gate Service. In addition to delivering the service in six Resettlement Prisons (Nottingham, Ranby, Leicester, Foston, Sudbury and Peterborough) we have more recently started to deliver in four Non Resettlement prisons (Whatton, Lowdham, Stocken and Gartree). The new specification ensures universality of delivery across the country. The new service includes the expansion of existing resettlement pathways delivered by the teams, (Accommodation, Employment, Training and Education, Finance, Benefit and Debt, Support for victims of Domestic Abuse and those involved in the Sex Industry) as well as services relating to two new areas: Health and Through the Gate support. For each Pathway there are three levels of intensity. This is determined at the BCST2 screening on reception and again at Review stage 12 weeks prior to release:
  - Level 1 is delivered to everyone in Resettlement prisons;

- Level 2 is delivered to those with identified needs in relation to that pathway;
- Level 3 is delivered to those with additional vulnerability and complexity in relation to that pathway.

The new specification has been well received by all prisons and it has provided the opportunity to establish closer links with Prison Healthcare Departments. This has been a valuable development in relation to mental health, substance misuse and setting up GP appointments for service users on release.

9. Partnerships: The CRC remains committed to partnership working at both a strategic and operational level. We aim to target our limited resources to where we can add the most value which this year has included engagement in the new Strategic Offender Management and MAPPA Board (SOMMB) and the People Zones. Operationally, we have continued to deliver in localities across the Counties. This has become more challenging in Hinckley in recent months but has since been overcome through entering into a lease agreement with the Salvation Army.

## Coming Year

10. Improvement Plan: The over-riding priority for DLNR CRC in 2019/20 will be to continue to deliver against the HMIP Improvement Plan with a particular focus on securing improved quality of case supervision by embedding recent learning and development activity and continuing to implement our new quality assurance framework.
11. New Domestic Abuse Intervention: Spectrum is a low level Domestic Abuse intervention that we have been designing in collaboration with HMPPS and is due to be piloted in Leicestershire and Rutland. It is underpinned by the theory of Building Better Relationships, the accredited programme. It is an eight session intervention targeted at relevant service users who have Rehabilitative Activity Requirements. The intervention has a strong focus on digital imagery and enables service users to access materials outside of the sessions. It is a group intervention but can also be delivered one-to-one. Within DLNR CRC we are piloting this intervention within Leicestershire and Rutland from June 2019 for male perpetrators on female victims and for male perpetrators within same sex relationships. A further tailored programme is currently under development for female perpetrators. The programme will be subject to evaluation and this will be shared with partners once available.
12. Trauma-Informed Practice. Work has commenced to develop a brief intervention aimed at sharing the science of ACEs with service users and enabling them to build resilience. To support this work, DLNR CRC are collaborating with leading national experts in the field of routine enquiry and trauma-informed approaches. It is anticipated that the design of the intervention will be available in autumn 2019 with a pilot commencing before the end of the

year. We are also interested in how probation can work with partners to develop a system-wide ACE aware and trauma-informed approach.

### **Key issues for partnership working or affecting partners**

13. The contents of this report hold relevance to partners and partnership working. However, the key issue affecting partners throughout 2019/2020 is likely to be the Strengthening Probation reforms which will hold both opportunities and risk in relation to reducing reoffending and harm. In summary the proposed plans include:
- New regional structures which will include 11 probation regions in England and Wales. Leicestershire and Rutland would be part of the East Midlands region together with Derbyshire, Nottinghamshire and most of Lincolnshire.
  - Each area to be overseen by a Regional Probation Director providing strategic leadership and responsibility for the overall delivery and commissioning of probation services, strengthening engagement and partnership working with PCCs, local authorities and health commissioners.
  - The NPS to have responsibility for all offender management services.
  - Competition for 'Innovation Partners' to provide Unpaid Work and Accredited Programmes.
  - A dynamic framework for the commissioning of resettlement and rehabilitative interventions, commissioned and delivered locally where possible.
14. The Ministry of Justice is currently in the market and stakeholder engagement phase in order to finalise their proposals. It is anticipated that the changes will be in place early 2021. For CRCs they represent significant change and potential upheaval but the focus will remain on keeping operational delivery as stable as possible during this time.

### **Recommendations for the Board**

15. It is recommended that the Board:
- i. Notes the contents of this report.
  - ii. Keeps abreast of the Strengthening Probation reforms and harnesses opportunities to influence these changes so to benefit local delivery and improve outcomes.

**Officer to contact**

**Grace Strong**

Regional Manager for Leicestershire and Rutland, Derby City and Derbyshire  
DLNR CRC

**Tel:** 0797 6202350

**Email:** [grace.strong@rrpgov.uk](mailto:grace.strong@rrpgov.uk)

This page is intentionally left blank