

LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD

20TH SEPTEMBER 2019

LSCSB UPDATE: INTEGRATED OFFENDER MANAGEMENT - IOM

Background

1. Integrated Offender Management (IOM) is:-
 - A Multi-Agency Partnership approach involving the Police Service, Probation Services (Community Rehabilitation Company / National Probation Service), 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.
2. IOM are based at Mansfield House Police Station and work alongside MAPPA and MOSOVO (management of registered sex offenders). IOM partners are co-located in the same office working together to implement the four strands of offender management (Investigate, Rehabilitate, Restrict, Protect).
3. IOM manages 389 High Risk Offenders, all of whom are managed as Priority Offenders with a bespoke range of pro-active actions deployed by all agencies. These actions include – joint planning, joint visits, intelligence markers, briefings across partner agencies, licence restrictions, referrals and specific interventions.
4. 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.
5. Offenders enter IOM via a multi-agency process, with referrals coming from Probation, Police and other agencies. The current breakdown of IOM cases is:-
 - NPS lead cases constitute 47.16% of IOM;
 - CRC cases constitute 38.66% of IOM;
 - Police only cases constitute 14.18% of IOM;

6. NPS offenders are high risk of serious harm, typically violent offenders with a GBH, DA or Organised Crime Group (OCG) history.
7. CRC offenders are high risk of re-offending, typically serious acquisitive offenders with theft or burglary 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 and Police OCG cases continues the gradual trend towards more violent offenders being managed through IOM.

Notable developments and challenges:

Past Year

- IOM Performance

10. IOM partnership continues to divert individuals away from offending through successful rehabilitation. In addition, due to the shared intelligence and prioritisation of cases, when individuals do offend, IOM assists in prompt arrests and licence recalls, reducing the level of their offending. This effectiveness is evidenced by IOM performance showing an offence reduction of 37.54% from the April to September 2019 period, in comparison to the 2018 period.
11. Leicestershire IOM has hosted visits from Bedfordshire and Staffordshire IOM teams to share best practice on case management, information sharing and referrals. Our Offender Management arrangements received positive feedback from HMIC, being described as “a well organised IOM.” The IOM team’s formal arrangements with City YOS received positive feedback in the August Inspection.

- IOM Serious Organised Crime Management

12. IOM currently manages 389 High Risk Offenders, which is a growth of 13% since September 2018 and continues a trend of IOM taking on higher numbers of offenders over the last 4 years. For example, in September 2015 and 2016, the numbers managed were 255 and 266 respectively.

13. In the past year, IOM have taken on the management of Organised Crime Group members. This has necessitated the following actions:-
- The development of a specific SOC information sharing agreement between Police and Probation;
 - The completion of formal information sharing between Police and Probation offender managers on individual cases to ensure risk levels are appropriate;
 - The creation of a monthly briefing document between IOM Managers across all OCG cases.
- IOM Operating Practices
14. The 2017-18 IOM partnership review significantly revised the IOM operating model.
15. In the past year, IOM has effectively implemented these changes including –
- Streamlined processes;
 - Reduced case meetings, more capacity for police and partners;
 - A consistent referral process with the MAPPA manager chairing both IOM and MAPPA referrals;
 - Creation of the IOM Operations Group feeding directly into the Strategic Offender Management and MAPPA Board (SOMMB);
 - The promotion of Priority Offender management within Leicestershire Police through training, prioritised briefings and management oversight;
 - The inclusion of Drugs Intervention Programme Officers within IOM to assist greater offender management and sharing of intelligence with Turning Point across LLR;
 - The adoption by the NPS IOM co-located team of specific sex offender cases to assist partnership working with MOSOVO;
 - Use of IOM Intelligence co-ordinators to work with Neighbourhood Policing Areas on their management of lower level cases and to seek future referrals into IOM;
- GPS Tagging Scheme
16. The Ministry Of Justice GPS Court Imposed Bail was introduced in Leicestershire on 30th November 2018, with our Force being the only one nationally to adopt the scheme at this time. This function is managed through the IOM Police team and offender management information shared through our IOM point of contact.
17. Leicestershire IOM has completed national briefings on our operational findings and our processes have been adopted as national best practice.

Coming Year

18. The IOM Operations Group is developing a number of initiatives, including:-
- Mental Health Provision
19. The IOM Operations Group identified gaps in the mental health provision and advice for staff relating to offender management. There would be added value in staff having someone to discuss offenders with, in order to facilitate signposting to appropriate services.
20. Probation has held preliminary discussions with the Forensic Mental Health Team, with a view to a practitioner being based in IOM for an initial period of 3 months for 1 to 2 days per week. This period would help to assess the overall benefits to all services.
- Housing
21. IOM Operations Group is seeking to identify the most common, specific accommodation issues. For example, becoming homeless, release from custody with no fixed abode, barriers to options due to past accommodation behaviour.
22. Following staff consultation, a meeting has been held with Chris Lambert (North West District Council), Chris Bergin (Leicester City Council) and Colin Wynter (IOM CRC.)
23. As a result, further analytical work is being completed to identify:-
- How many of IOM's cohort need housing and for this to be split by City / County;
 - The type of accommodation which is needed.
- Serious Organised Crime Management
24. IOM Operations Group will continue to monitor the effectiveness of IOM's new approach to organised criminality.
25. IOM Managers are taking part on a multi-agency SOC workshop on September 24th
- Domestic Abuse Non-Statutory Management
26. Domestic Abuse perpetrators are managed through IOM, MAPPA and the MARAC process. However, for a variety of reasons many offenders are not convicted and as such are not subject to licence.

27. In October 2019, a police resource within IOM will apply IOM methodology to non-statutory cases identified on the basis of highest risk. The initial approach will involve approaching offenders to seek engagement, whilst identifying to them the police awareness of their offending. Once engaged, intervention tactics will be utilised including bespoke perpetrator awareness training in partnership with CRC.

Issues in local areas

28. IOM manages cases across Leicester, Leicestershire and Rutland. We are based in the City centre which greatly assists interactions with local Probation, YOS and Turning Point offices.
29. The spread of cases generally reflects the distribution of crimes and incidents across the Neighbourhood Policing Areas and LLR
30. Therefore, the areas with the highest proportion of offenders are consistently West Leicester, East Leicester and Charnwood

Recommendations for the Board

31. The board notes the updates provided.

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