

## Leicester, Leicestershire and Rutland

# *The Community Safety and Partnership Landscape*





## Leicester, Leicestershire and Rutland - The Community Safety and Partnership Landscape

The aim of this document is to present the Police and Crime Commissioner (PCC) candidates with a picture of the Community Safety and the wider Partnership landscape and the priorities and partnership arrangements for ensuring Safer Communities across Leicester, Leicestershire and Rutland (the Force Area).

It will also enable the candidates to prepare for any future commissioning, taking into account their own priorities that will be included in the Force Area Police & Crime plan and how these priorities might be best achieved. This may involve existing arrangements or alternative partnering arrangements that may start to emerge in the future.

Arrangements and approaches are not uniform across the Force Area, so differing approaches and models are used in the Leicestershire County area and Districts within the County area, Leicester City and Rutland.

In reading this document it should be noted that:

- This document seeks to describe the current partnership arrangements as they currently exist.
- This document has been compiled using information made available by partner organisations. There has been no verification over its completeness and accuracy.
- This document does not provide for any formal or independent assessment over the performance of the partner organisations in connection with the achievement of objectives and outcomes in connection with community safety.

However, as further information becomes available in connection with partnership arrangements, changes that may affect them and the performance of partners, it is Leicestershire Police Authority's intention to publish it on the website of the Leicestershire Police and Crime Commissioner.

For further information please go to: [www.leics-pcc.org](http://www.leics-pcc.org)

## Community Safety

The term 'community safety' is now widely used by academics, police officers, politicians, local authority workers and others involved in localised action against crime.

Community safety is a complex and multifaceted concept that can be difficult to define. It is often used as a generic, all-encompassing phrase for 'crime prevention' and 'crime reduction'.

However, its focus is much wider as it looks at introducing physical and social changes in line with local priorities to local environments as a way of preventing crime and disorder from taking place. As such community safety means varying things to different people at different times. Its focus alters as and when the nature of crime and anti-social behaviour shifts.

### The Home Office defines community safety as:

*"An aspect of quality of life in which people, individually and collectively, are protected as far as possible from hazards or threats that result from the criminal or anti-social behaviour of others and are equipped or helped to cope with those they do experience."*

Community Safety Partnerships were initially set up by the Crime and Disorder Act in 1998. The agencies that comprise statutory membership of each partnership has changed on a number of occasions since then, but as of November 2012 the agencies listed under the legislation will be:

- Police
- Local Authorities
- Fire Authority
- Probation
- Health Service

It is the legal duty of these organisations to exercise their various functions 'with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.'

CSPs are empowered to co-opt other relevant agencies if they so desire.



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## Strategic Partnership Board

## 1. Strategic Partnership Board

From September 2012, it has been agreed that the Community Safety Programme Board will merge with the Local Criminal Justice Board to create the new over-arching Strategic Partnership Board. This will bring together Community Safety and Criminal Justice. A task and finish group has been established to determine the priorities for the new board. It is likely that this new strategic board will become the main interface between the PCC and policing, crime and community safety.

### Community Safety Programme Board

The Community Safety Programme Board (CSPB) currently co-ordinates the community safety agenda across Leicestershire, Leicester City and Rutland (the Force Area).

Chaired by the Chief Constable, the Board has no direct responsibility for individual Community Safety Partnerships but does provide them with strategic direction, ensuring as far as possible that opportunities for collaborative working and information sharing between the CSPs is achieved.

The six areas of working which have been the focus of the CSPB are:

- Locality working (neighbourhood level)
- Engaging with communities
- Evidence-based tasking
- Tackling re-offending
- Practical structure
- Shared information sets around decision making Local Criminal Justice Board

### The Local Criminal Justice Board (LCJB)

currently includes: police, prisons, Leicestershire and Rutland Probation Trust, Youth Offending Service, Courts Service, the Crown Prosecution Service and Victim Support.

The key priorities of the Leicestershire and Rutland Criminal Justice Board are currently:

#### 1. Placing victims and witnesses at the heart of the local criminal justice system

- Improve the victim and witness journey through the criminal justice system Help improve support to victims and witnesses as set out in the Victim Code and Witness Charter
- Ensure the Specialist Domestic Violence Court arrangements are in place and effective

#### 2. Increasing the efficiency and effectiveness of the criminal justice system

- Fully implement a streamlined CJS administrative process Implementation of postal charging
- To make the transition to digital working Increase the use of video technology

#### 3. Reducing re-offending in partnership with others

- Work with the Community Safety Programme Board and Reducing Re-offending Board to ensure the local Integrated Offender Management (IOM) arrangements are in place and working efficiently and effectively

### Strategic Partnership Board

The new Strategic Partnership Board brings together the CSPB and LCJB from September 2012. It will be fit for purpose for the transition to Police and Crime Commissioners in relation to the Police Reform and Social Responsibility Act 2011, Section 10 Co-operative Working.

(1) The elected local policing body\* for a police area, in exercising its functions, and a responsible authority, in exercising its functions conferred by or under section 6 of the Crime and Disorder Act 1998 in relation to that police area, must act in co-operation with each other.

(2) The elected local policing body for a police area, and the criminal justice bodies which exercise functions as criminal justice bodies in that police area, must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area.

\*in the Leicestershire Force Area this will be the PCC

#### The purpose of the Board will be to:

- Co-ordinate the contributions of the Leicestershire, Leicester City, Rutland and Districts Strategy Groups to the reduction of crime and the fear of crime across the sub-region
- Deliver a fair and effective local criminal justice system, which will protect the public, hold offenders to account, prevent crime and reduce offending, increasing the confidence of our local communities and our own staff
- Work with external partners to secure the maximum effectiveness of agency responses to crime and disorder in the sub-region
- Place victims and witnesses at the heart of the local criminal justice system
- Increase efficiency and effectiveness within the criminal justice system
- Pursue, identify and disseminate effective practice and performance across the sub-region.



## Leicestershire, Leicester, Rutland and Districts

## 2. Leicestershire, Leicester, Rutland and Districts

This chapter discusses the different issues and priorities around community safety for the county of Leicestershire and its districts, Leicester City and Rutland, which form the Leicestershire Police Force Area.

### Safer Communities Priorities – Leicestershire Force Area

#### Strategic Assessment Process

Community Safety Partnerships in the Force Area review their priorities on an annual basis, supported by the production of a Strategic Assessment. This brings together data from a number of different sources and includes community views to analyse crime and disorder and community safety issues and emerging trends and threats. This information is used to prioritise activity and use of resources to make communities safer.

#### Safer Communities Priorities

Organisations working together have identified the following as the top priorities across the whole sub-region:

- Reduce re-offending
- Reduce anti-social behaviour
- Tackle domestic abuse
- Reduce the harm caused by substance misuse

In addition, the following area-specific priorities have also been identified.

#### Leicestershire County:

- Focus reducing re-offending on earlier intervention with troubled families and those at risk of becoming troubled families
- Protect the most vulnerable in communities, particularly previous and repeat victims of crime
- Increase public confidence, particularly user satisfaction with local crime and disorder services, especially in priority areas

#### Leicester City:

- Reduce violent crime

- Improve outcomes for vulnerable young people
- Build stronger neighbourhoods

#### Rutland:

- Reduce volume crime
- Improve road safety

### Leicestershire

#### Leicestershire Together

Leicestershire Together is a partnership covering the districts within the remit of Leicestershire County Council, but not Rutland or the city of Leicester.

It is made up of the county's major public service budget holders such as local councils, the police and the health service. Through the partnership, they work together to improve the county's services, schools, colleges, businesses, shops, hospitals, roads, parks, homes, villages and towns.

Between them, the Police, NHS and local councils spend about £2 billion in Leicestershire on educating, protecting, treating, looking after, transporting and entertaining roughly 630,000 people. It is the job of partnership to work across administrative boundaries and, with the business and voluntary sector, to ensure that this money is spent according to the most pressing needs of the county.

All public services need assistance from other organisations to meet their goals and tough financial times mean that it is more important than ever to demonstrate to the public that they are avoiding duplication and working well together - focussing on saving money and tackling thorny problems at root.

This partnership is organised in the following way:

- The Board (made up of politicians and non-executive directors) oversees and agrees on how they can work together to improve services, tackle persistent problems and save money.
- The Executive (chief officers) manages how this can be most effectively co-ordinated to deliver against the agreed priorities.
- Leicestershire is establishing five

commissioning boards which will manage the design and delivery of the work required to achieve these aims - the work of these partnerships is supported by a number of specialist groups. The five boards include the Leicestershire Safer Communities Strategy Board as well as the Health & Wellbeing Board, Children and Young People's Board, the city and county Local Enterprise Partnership and an Environment Board.

- Seven locality executives, co-terminus with the county's seven district councils, are being established to ensure that the design, delivery and co-ordination of services in communities is managed effectively.

#### Priorities

The underpinning principle of the partnership is to bring about "a shift to prevention and early intervention in order to maximise the impact of limited resources."

All of Leicestershire Together's five commissioning boards will be working in their own specialist fields to bring about this shift but there are four key areas which the partnership considers as requiring the most concerted partnership effort. They are:

- A reduction in the number of "troubled families" in Leicestershire
- Services designed to mitigate the impacts of an ageing population and enable older people to live independently for longer
- The growth of the Leicestershire economy
- A healthier population with increased life expectancy, and a reduction in health inequalities

All of these have an important relationship with the Leicestershire Safer Communities Strategy Board priorities around reducing anti-social behaviour, reducing re-offending (especially within troubled families), the reduction of substance-related misuse and disorder and protecting the community's most vulnerable people, especially previous and repeat victims of crime.

### A reduction in the number of troubled families

The single family model being designed and developed to achieve this priority will deal with many families who have households which contain offenders, who are behaving in an anti-social manner, who have substance misuse issues and/or are also vulnerable and repeat victims of crime. To provide a long term sustainable exit from the conditions which define troubled families, this model must evolve to provide practical, emotional and financial support which will deliver this exit – support which asks service providers across all sectors to work better together to achieve this mutually beneficial ambition.

### The growth of the Leicestershire economy

The overlap and interdependency across priorities is also evident with this priority. It is essential, therefore, that the Local Enterprise Partnership's priorities and plans around providing a workforce with the right skills for the local economy also prioritises vulnerable groups, including offenders. Increasing skills and thus increasing employability is crucial to reducing re-offending.

### A healthier population with increased life expectancy and a reduction in health inequalities

Health inequalities are experienced often by the same people that community safety work programmes target. For example, a significant amount of the county's public health budget is used to encourage the most inactive people in Leicestershire to become physically active. This includes providing the kind of diversionary activities for offenders and people behaving in an anti-social way that could help the Community Safety Programme meet its targets. Influencing how this money is allocated and how these services are designed is key.

### Children and Young People's Board

The Leicestershire Children and Young People's Board sets priorities for children and young people across Leicestershire through the Children and Young People's Commissioning Plan. The priorities in this Plan include the youth justice priorities and the priorities identified by the Leicestershire

Safer Communities Strategy Commissioning Board that relate to young people. The work undertaken by the wide range of children's services across Leicestershire contributes to better outcomes for children and young people and, therefore, reduces the likelihood of offending.

### Domestic Abuse

Leicestershire has a Domestic Abuse Strategy Board that manages the countywide approach to addressing domestic abuse. The Board's membership includes the Courts, CPS, the police, probation, public health, specialist domestic abuse service providers, Victim Support and all local authorities in the County, including Adults & Children's Social Care representation. This Board reports to the Leicestershire Safer Communities Strategy Board.

The Board's priorities to 2013 are as follows:

- To improve services for victims and their families
- To improve the identification and management of the risk of domestic abuse
- To manage perpetrators of domestic abuse effectively
- To increase public awareness of domestic abuse

Within Leicestershire there are a number of local area domestic abuse forums that bring together workers to support delivery of domestic abuse campaigns and services. Individual local forums operate in Charnwood, Melton and North West Leicestershire whilst Hinckley and Bosworth, Oadby and Wigston, Blaby and Harborough work together in a South Area forum.

### Substance Misuse

The Leicestershire Substance Misuse Partnership Board (SMPB) provides the strategic lead for the implementation of the national drug strategy at a local level. The Board is responsible for local delivery of the Community Budget Substance Misuse work stream and the Substance Misuse Treatment plan work stream, across both the criminal justice sector and non-criminal justice sector. The Substance Misuse Partnership Board is a multi-agency partnership currently comprising officers from the County Council,

District Councils, Public Health, PCT Cluster, Probation Trust, NOMS (National Offender Management Service), NTA (National Treatment Agency) and Leicestershire Police.

The Board's vision for Leicestershire is:

*"To work together to make Leicestershire a healthier and safer place by reducing the harm and inequalities caused by substance misuse, in a sustainable and cost-effective way."*

The following four key outcomes have been agreed:

- Reduce substance related crime and disorder
- Minimise the negative impact on children and families of substance misuse
- Improve health and well-being for all substance users
- Reduce public service costs by optimising interventions and service delivery

These key outcomes are cross cutting and are priorities that feature in the strategies and outcomes of other related partnerships and work streams, including the Safer Communities Priorities.

Leicestershire's Community Budget Programme has a specific work stream in relation to substance misuse, with a particular focus on alcohol misuse overseen by the Substance Misuse Board. An alcohol harm reduction delivery plan is in place utilising over £1m in additional investment by partners over a three year period.

Each year the Partnership updates and refreshes the Substance Misuse Needs Assessment, a document that links and cross references with the local Joint Strategic Needs Assessment (JSNA) and the Community Safety Partnerships Strategic Assessment. The Substance Misuse Needs Assessment in turn, informs the Substance Misuse Treatment Delivery Plan for both the non-criminal justice and criminal justice services.

The work of the Rutland Drug and Alcohol Action Team Partnership Board has now been incorporated into a single Leicestershire and Rutland Substance Misuse Board covering both counties.

### Leicestershire Safer Communities Strategy Board

The Leicestershire Safer Communities Strategy Board (LSCSB) was established in May 2008 in accordance with the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. It is responsible for overseeing and co-ordinating the implementation and delivery of the agreed county-wide priorities listed below and has particular responsibility for encouraging agencies and partnerships to work jointly and collaboratively to deliver the common priorities shared across the local CSPs. Chaired by the County Council's Cabinet Lead Member for Safer Communities, the Board currently comprises the seven local CSP Chairs and senior officers or representatives of the responsible authorities – police, fire and rescue, County Council, District Councils, Probation Trust and the PCT Cluster.

On behalf of the County Council, the Board oversees the allocation of the Community Safety Fund and the commissioning of services and activities that are required in order to deliver the agreed priorities.

The agreed priorities as set out in the Leicestershire Safer Communities Commissioning Plan are:

- Reduce re-offending, with a particular focus on earlier intervention with troubled families and those at risk of becoming troubled families
- Protect the most vulnerable in communities, particularly previous and repeat victims of crime
- Continue to reduce anti-social behaviour, particularly in those areas with the highest levels of incidents
- Increase public confidence, particularly user satisfaction with local crime and disorder services, especially in priority areas
- Reduce substance-related crime and disorder
- Reduce the costs by optimisation of all interventions and service delivery

### Borough and District Community Safety Partnerships (CSPs)

Each of the Leicestershire Borough and District Councils has a Community Safety Partnership.

#### Blaby District Community Safety Partnership working in partnership with Hinckley and Bosworth Community Safety Partnership

In April 2011 the two Community Safety Partnerships built on their track record of working together operationally and informally merged at a strategic level. The joint Community Safety Partnership consists of agencies from both statutory and non-statutory organisations and groups that are involved in making a positive impact on reducing crime and the fear of crime within both Districts. The purpose of the partnership is to make Blaby District and Hinckley and Bosworth a safer place to live, work and visit.

A joint Executive Board has been established at the strategic level. From an operational perspective, both partnerships have separate groups - Blaby District has the Tactical Group and Hinckley and Bosworth has the Delivery Group. Both have Action Groups operating under these.

Individual and joint community safety initiatives are managed across both areas to deliver agreed community safety priorities in line with a joint Community Safety Plan, 2011-2014. The priorities are based on a strategic assessment of crime and disorder, local knowledge and public consultation.

The Partnership's strategic priorities have been identified as:

- Improving community confidence, engagement and cohesion
- Identifying, supporting and protecting vulnerable people
- Reducing offending and re-offending

The Partnership has also identified the cross-cutting theme of reducing the harm caused by substance misuse.

Delivery of these priorities will include targeting known offenders and continuing work with the public to ensure confidence and satisfaction with the way in which services are tackling crime.

Within Hinckley and Bosworth, a Community Protection Locality Management project is being developed, known as Project Endeavour. This will bring together a number of services and agencies with a community protection focus to provide a joined up approach to enforcement issues, linking in with services for vulnerable people.

### Charnwood Community Safety Partnership

The Partnership's Vision is:

*"To contribute to a high quality of life for all, across both urban and rural communities by facilitating an environment where people feel secure and live without the threat or fear of crime and disorder."*

In addition to the statutory membership other key agencies included in the Partnership are Loughborough University, Charnwood Neighbourhood Housing, Leicestershire Drug & Alcohol Action Team (DAAT), Leicestershire Youth Offending Service (YOS), LWA Living Without Abuse, Loughborough Chamber of Trade & Commerce, Human Rights and Equalities Charnwood, Swanswell, Women's Aid Leicestershire LTD, Voluntary Sector Forum (TwentyTwenty), Futures Unlocked and Loughborough Business Improvement District.

Anti-social behaviour, crime and disorder have a detrimental effect on the quality of life of both individuals and communities. The main aim of the Charnwood Community Safety Partnership is to work with local communities to tackle issues of concern and to bring a sense of personal safety to all residents and visitors to the Borough. Established in 1999, the Community Safety Partnership brings together a host of agencies committed to working with local communities to reduce crime, disorder, antisocial behaviour and fear of crime.

The priorities for Charnwood, in support of its overarching aim to improve community confidence are:

- Reduce acquisitive and violent crime
- Reduce anti-social behaviour
- Reduce reoffending

The Partnership Board is the strategic group concerned with developing and monitoring

progress against this plan, and reviewing the longer-term vision. The Board is supported by a Performance Group which monitors performance of the Partnership across all levels to ensure resources are directed appropriately and effectively. Projects to achieve its outcomes will be developed and implemented by two Joint Action Groups, plus task and finish groups as required. Each Joint Action Group is responsible to the Board for performance against its theme. Each Group prepares a Delivery Plan that includes details of initiatives, time scales, funding arrangements, lead body and measures of success. The Delivery Plans are approved by the Board and monitored through the performance management framework.

### Harborough District Community Safety Partnership

The Partnership's aim is to maintain low levels of crime and also to promote safer and strong communities. The overall trend for community safety in Harborough is positive with the majority of reported crimes showing a downward trend.

Following the strategic assessment the Partnership has agreed to concentrate on the following priorities:

**Serious Acquisitive Crime** - The Partnership has achieved excellent results in this priority area and it is vital to continue this work. The focus will remain upon burglary, and most importantly, burglary of dwellings.

**Anti-social Behaviour** – A joint approach is in place to deal with anti-social behaviour. A computer system is in use which records and manages ASB incidents and the opportunity exists to build a toolkit of speedy interventions and to work together to focus on joint delivery. Whilst education and marketing are useful, it is intended that joint working be strengthened within this priority area.

**Violent Crime** – Of particular concern to the CSP are the offences of hate crime and domestic violence, and these will remain a priority. As the licensing environment in Market Harborough is changing, there is a need to focus on the reduction of alcohol-related violent crime.

**Road Traffic Collisions** – Harborough has 980km of trunk roads and motorways

passing through the district which is the largest in Leicestershire. The CSP is working with the fire and rescue services to reduce road traffic incidents, including the number of fatalities, within the district. The CSP has a vital role to play as part of an overall approach, particularly in enforcement and deterrent activity.

**Reduce Offending and Reoffending** – The CSP intend to reduce offending and reoffending through offering support and advice to address issues, such as finance, debt, housing and other issues. Whilst the service will be subject to capacity constraints, the CSP recognise the valuable links that this will build to the broader Citizens Advice portfolio.

### The Melton Model - Community Safety

Over the past seven years, partners in Melton have been working collectively on identifying the root causes of crime and understanding the best way in which services can be delivered, with a view to preventing crime and enhancing the lives of residents in the Borough. This approach has led to a review of the way services are delivered and included a restructure of the Local Strategic Partnership (LSP). There are now fewer delivery groups and a more streamlined focus on people and places with the Safer Melton Partnership (CSP) remaining as a delivery arm directed by the LSP.

This new model for working has resulted in a move away from traditional crime reduction methods towards the development of innovative early intervention projects designed to tackle the root causes of crime. This has included the development of the Melton Learning Hub, providing alternative education to those at risk of exclusion, the commissioning of a Family Intervention Project, working with complex vulnerable families, and the development of the Pathways Project, working directly with ex-offenders upon release.

Central to the approach are the Sure Start Children Centres which are located directly within the priority neighbourhoods, areas identified as having disproportionate amounts of deprivation. These innovative multi-agency centres are successfully delivering a number of services that help provide strong platforms to those families and individuals with the highest levels

of need, building life skills and ensuring those at risk of crime are provided with appropriate support.

This ethos is now fully embedded across partners in Melton and is highlighted through the new Melton Borough Council Offices. The new offices co-locate a number of public and voluntary sector services who share a common understanding of the need to join up resources around the most vulnerable, thereby providing effective and efficient service delivery.

The current priorities for the Safer Melton Partnership are:

- Tackling anti-social behaviour and enhancing public confidence
- Tackling domestic abuse
- Tackling serious acquisitive crime including domestic burglary
- Enhancing road safety
- Creating a safe town centre by reducing alcohol related violence, criminal damage, purse dipping and theft
- Reducing rural crime including burglary other than dwellings
- Reduce re-offending and providing effective support and intervention to those offenders who commit disproportionate amounts of crime and anti-social behaviour
- Supporting priority neighbourhoods and those areas with the highest levels of crime and anti-social behaviour

### Safer North West Partnership

The Safer North West Partnership is made up of a number of organisations with a shared commitment to reducing crime and disorder in the district of North West Leicestershire. Statutory agencies work closely with other organisations such as social housing providers, youth offending service, drug and alcohol providers, youth groups and voluntary organisations towards our three key priorities.

North West Leicestershire has a number of unique characteristics which bring their own community safety considerations. The district is home to East Midlands Airport, Donington Park race circuit and is also part of the National Forest. There are stretches

of the M1 motorway and other major commuter routes passing through the district.

The aim of the Safer North West Partnership is to work together with those who live, work and visit the district to maintain and improve pride in the community. At present, the Safer North West Partnership has three main priorities with 'value for money' and 'communications' providing cross-cutting themes.

### 1. Tackling Crime

- Focusing on hotspots and responding to emerging crime trends
- Targeting high profile events, such as Download music festival
- Supporting CCTV in our town centres
- Working to reduce re-offending by supporting integrated offender management
- Working to reduce domestic abuse and repeat victimisation
- Support work aimed at reducing sexual exploitation of young people

### 2. Further Reducing Anti-Social Behaviour (ASB)

- Supporting new IT systems allowing agencies to share information easily
- Identifying and managing repeat or vulnerable victims of ASB
- Engaging with communities to find out their issues and establishing how the Partnership can work with the public to address them
- Encouraging young people to engage in positive activities
- Improving public perception and confidence by communicating what ASB is and how the Partnership can support victims and perpetrators
- Support mentoring schemes

### 3. Supporting Pride in our Communities

- Reduce the harm caused by drug and alcohol misuse
- Supporting projects designed to improve community pride

- Listening to and addressing local concerns which may be a barrier to pride
- Supporting road safety groups working to reduce casualties on our roads

The Partnership has had some notable success, for example ASB incidents have been down over 25 per cent in each of the past three years. The Partnership is hoping to build upon its previous work in order to make an even greater contribution to improving the quality of life for those that live in, work in and visit North West Leicestershire.

### Oadby & Wigston Community Safety Partnership

In addition to the statutory membership, Oadby & Wigston Community Safety Partnership has representation from the Fire Service, Youth Service, the Mayor and two other elected members, one of whom is the CSP chair. Responsibility for management and performance lies with the CSP "Manager" or lead. Before each CSP meeting, the manager reviews and collates performance against the CSP's priorities and presents this to the CSP at the appropriate (strategic) level, highlighting good practice and issues as necessary.

The CSP has strategic overview of the Joint Action Group (JAG), which is its tactical arm and, should obstacles appear which cannot be resolved at JAG level, the CSP will intervene. The inclusion of a small number of elected members allows the CSP to have a political arm which can be of assistance.

The current priorities are set as a result of reference to the Strategic Assessments produced by the county, overlaid with professional knowledge and opinion to ensure a local emphasis is maintained, and public consultation.

The priorities are:

- Burglary (dwelling and commercial)
- ASB
- Domestic violence
- Substance misuse, with a focus on but not limited to alcohol

## Leicester

### The City Partnership (formerly One Leicester)

The City Partnership brings together a broad range of partner organisations from the public, private and voluntary sectors to work together to improve outcomes for local people and make a positive impact on cross cutting priorities such as jobs, housing, safety, leisure, environment, opportunities for young people and stronger communities. It is comprised of the City Partnership Board and ten Strategic Theme Groups.

The City Partnership Board provides a mechanism for partners to support the City Mayor in his leadership of the city, and provides strategic direction to the wider City Partnership. It acts as a collective voice for Leicester in order to raise the city's profile and influence the regional and national agenda. It is responsible for helping to set the vision for the city, and for facilitating consultation, stakeholder engagement and performance management of city-wide priorities in the City Delivery Plan.

The Board is not in itself a delivery mechanism but will take an operational overview of cross-cutting activity in the city, commit to multi-agency working at the most senior level and harness resources to deliver the City Partnership and individual partners' objectives. The Board oversees ten strategic theme groups and is chaired by Leicester's directly-elected Mayor.

Its membership is made up of approximately twenty-seven members each representing their own organisation, business or part of the public sector.

### Safer Leicester Partnership (SLP)

In addition to the statutory membership, the Safer Leicester Partnership also includes partners from the private sector, such as the local Chamber of Commerce, and the voluntary sector, including victim and witness support services. Its vision is to ensure that all citizens of Leicester feel safe within their communities and benefit from an improved quality of life and wellbeing as a result of Partnership actions to reduce crime, disorder and substance misuse.

The Partnership works together to reduce crime and disorder, consulting the public

about their views on crime and disorder in the community and producing a strategy, setting out what it will do to make the city safer, based on what it learns from crime patterns and consultation.

The SLP produced a strategic assessment which identified the Partnership's key priorities as:

- Overall crime
- Domestic violence
- Neighbourhoods working
- Reduce re-offending
- Alcohol
- Safeguarding

### Domestic Abuse

In the city, the Partnership provides the strategic lead for the domestic violence agenda. The Domestic Violence Strategy runs from 2009 to 2014.

The vision is:

*"To work together to prevent domestic violence and to provide support and protection to anyone who has been affected by domestic violence from a foundation of equality, partnership working and evidence based practice."*

The strategy is delivered by the Domestic Violence Delivery Group, which is made up of a range of public and voluntary organisations such as the police, probation, public health, specialist domestic violence providers, Victim Support, Adults & Children's Social Care representation etc. This Delivery Group reports to the Safer Leicester Partnership.

The Delivery Group's current priorities for 2012/2013 are:

- To improve the effectiveness of the practitioner response to domestic violence (DV) through workforce development
- To establish a comprehensive communications strategy and systems for DV across the city
- To establish informed and effective neighbourhood response

- To commission, embed, support, review and improve specialist services
- To create a strategic approach to DV (identification, awareness and response) across the city by working with schools and colleges
- To ensure that the structure and governance of the Delivery Group is fit for purpose and links to other groups and information sharing pathways

In Leicester City, the procurement of a Domestic Violence Specialist Service (DVSS) concluded in summer 2012. The new model of delivery is much more integrated and aims to meet the needs of victims, witnesses and perpetrators.

### Substance Misuse

The Safer Leicester Partnership provides the strategic lead for the implementation of the national drug strategy at a local level, and the alcohol harm reduction strategy for Leicester.

Drug and alcohol commissioning is managed through two groups that report to the SLP: The Drug and Alcohol Commissioning Group (DACG), and the Criminal Justice Strategic Commissioning Group (CJSCG). The DACG commissions alcohol and drug interventions for adults and young people for Leicester City, whilst the CJSCG commissions alcohol and drug interventions across the Force Area for offenders across the entire pathway from point of arrest through sentencing, custody and release. The pooled budget that CJSCG commissions from includes the Drug Interventions Programme (DIP) funds.

The five priorities agreed for these two groups for 2012/13 are:

- To increase the numbers of adult users in effective drug and alcohol treatment
- To increase the number of successful completions of those receiving treatment
- To increase the proportion of non-opiate and crack users in treatment
- To reduce substance-related offending
- To increase the numbers of children and young people in support for alcohol

In recognition of alcohol playing a profound part in the numbers of health and

community safety issues, the Safer Leicester Partnership established the new Alcohol Delivery Group in 2011/12. This group is made up of a range of partners and reports to the Safer Leicester Partnership.

The following five priorities have been agreed for 2012/13

- To increase the number of brief interventions being carried out and, as a result, reduce levels of higher-risk drinking
- To increase the number of test purchasing operations carried out and improve targeting of the operations to reduce under-age sales of alcohol and subsequent harm to children and young people
- To carry out three co-ordinated campaigns throughout the year and a targeted social marketing campaign aiming to reduce alcohol-related harm
- To develop further the co-ordinated approach to tackling street drinking to achieve a reduction in street drinking and improved outcomes for street drinkers
- To work with the two local universities to develop initiatives to reduce binge drinking amongst students and subsequently reduce the number of students being victims of crime

### Children's Trust

Leicester Children's Trust is responsible for agreeing the vision and priorities for improvement for children and young people in the city and for expressing this in the Children and Young People's Plan. The Partnership sets the strategic direction for the development of services for Leicester's children and young people from pre-birth to age 19 (and up to 25 for some vulnerable young people) in order to improve their lives.

### Stronger Communities Partnership

The purpose of the Stronger Communities Partnership is to develop and drive the One Leicester vision in respect of creating thriving strong communities in Leicester. The Partnership will develop stronger communities in five main ways

- Building community cohesion
- Developing neighbourhood working
- Ensuring equality of access to services and equal outcomes for different groups, and managing diversity
- Supporting new arrivals to the city
- Developing a thriving third sector

Groups currently reporting to the Stronger Communities Partnership are:

- Neighbourhood Working Group
- New Arrivals Strategy Group
- Refugee and Asylum Seekers Multi Agency Forum
- Compact Steering Group

### Rutland

#### Rutland Together

Rutland Together is a community partnership involving local representatives from the public, private, business and the community and voluntary sectors. Rutland Together is guided by the community to influence planning for our future shape and development. It recognises that, to improve quality of life and delivery of services in the local area, we must look at the issues across administrative, geographical and organisational boundaries. Rutland Together enables local organisations to support one another and work together on various initiatives and services to address local issues.

Rutland Together is designed to be strategic with a local focus. It is the key multi-agency partnership in Rutland, responsible for producing a high-level, strategic Community Plan to improve the social, economic and environmental well-being of the area. The plan establishes a three year programme that will contribute to the strategic direction

for Rutland well into the next 20 years. Rutland and the world around it is changing - this plan establishes a very clear view of the Rutland we want in the future. In many cases that is Rutland unchanged from the Rutland we have today. But we also need to take account of changes impacting on the way we live our lives, changes in our population and the impact of changes in society and our neighbouring communities. The plan does this based on the evidence gathering and consultation that Rutland Together has undertaken during the last six months.

Rutland Together is also responsible for monitoring and reviewing progress made towards the Community Plan. The plan will be refreshed each year and a full review will take place at the Rutland Together annual public meeting.

### Safer Rutland Partnership

The Rutland Community Safety Partnership or 'Safer Rutland Partnership' has been in existence since 1998 and works hard to ensure that crime and disorder remain low and, where there are community safety issues, that they are tackled effectively. The Partnership's vision is:

"The Community Safety Partnership is committed to ensuring that Rutland remains a safe place in which to live, work and visit. We will build on the significant reductions in crime achieved over recent years by delivering action against those priorities identified locally and nationally."

The Rutland Community Safety Partnership works to deliver the Partnership Plan. Its basic role is to:

- Deliver and manage crime reduction initiatives
- Manage the Safer and Stronger Communities funding to ensure that its targets are met
- Tackle anti-social behaviour
- Work closely with the Drug and Alcohol Action Team to tackle substance misuse
- Respond to government initiatives as and when required

### The Safer Rutland Strategic Partnership Board

The Safer Rutland Strategic Partnership Board has five key theme groups that report to the partnership and are a key priority of the Safer Rutland Partnership Strategy. These are:

- Domestic Abuse Forum
- Joint Action Group
- CCTV
- Road Safety
- Anti-Social Behaviour

Its membership is made up of representation from the Youth Offending Service, probation, the police, health, voluntary organisations – Citizens Advice Bureau, Swanswell, Voluntary Action Rutland - the fire service, Children and Young People's Services and Adult Services.

### Rutland Children's Trust

The Rutland Children's Trust is a formal subgroup of the Rutland Shadow Health and Wellbeing Board. It sets its priorities through the Children, Young People and Families Plan. The Children's Trust brings together a wide range of partners and stakeholders who contribute to improving outcomes for children, young people and families. The Trust links with the Local Safeguarding Children's Board and the chair of the LSCB is a formal member.

### Domestic Abuse

The Partnership oversees the work of the Rutland Domestic Abuse Forum and is represented on the Leicestershire Domestic Abuse Strategy and Delivery Board. This Board oversees the operation of the Specialist Domestic Violence Courts (SDVC), Multi-Agency Risk-Assessment Conferences (MARAC), and commissions support services including Independent Domestic Violence Advisers (IDVAs) supporting high-risk victims.

The Rutland Domestic Abuse Forum supports local delivery of domestic abuse campaigns and services.

Rutland County Council commissions the following services in relation to domestic abuse prevention work:

- Full time Outreach Worker
- Two days IDVA Worker
- Refuge accommodation
- One day Dash Young People's Worker

The Safer Rutland Strategic Partnership Board reports to Rutland Local Strategic Partnership Executive Board. The Rutland Domestic Abuse Forum's current priorities to 2013 are as follows:

- To continue to encourage accurate reporting and recording of domestic abuse
- To work towards reducing the number of repeat victims of domestic abuse
- To continue to improve local services to victims and their families
- To identify vulnerability to safeguard and reduce risk
- To maintain the availability of refuge accommodation if needed

### Substance Misuse

Rutland is a member of the Leicestershire Substance Misuse Partnership Board (SMPB) which is a multi-agency partnership currently comprising officers from the two County Councils, District Councils, Public Health, PCT Cluster, Probation Trust, NOMS (National Offender Management Service), NTA (National Treatment Agency) and Leicestershire Police.

It works in partnership with Leicestershire County Council and provides the strategic lead for the implementation of the national drug strategy at a local level. The Board is responsible for the strategic management of the Adults' and Young People's Substance Misuse Treatment plan work stream, across both the criminal justice sector and non-criminal justice sector.

The following four key outcomes have been agreed:

- To reduce substance related crime and disorder
- To minimise the negative impact on children and families of substance misuse
- To improve health and well-being for all substance users
- To reduce public service costs by optimising all interventions and service delivery

Each year the Partnership updates and refreshes the Leicestershire and Rutland Substance Misuse Needs Assessment. This Assessment in turn, informs the Substance Misuse Treatment Delivery plan for both the non-criminal justice and criminal justice services.

Substance misuse has been identified by the Safer Rutland Partnership as a key priority locally. The Rutland Substance Misuse Group meets quarterly to drive forward actions relating to the Treatment Plans. This group is now linked to the Staying Healthy group which is sub-group of the Health and Well Being Board.



## Other Partnership Arrangements

### 3. Other Partnership Arrangements

#### Anti-Social Behaviour Strategy Group

The Anti-Social Behaviour (ASB) Strategy Group, which will be a sub-group of the Strategic Partnership Board, is responsible for overseeing the delivery of the Partnership ASB Reduction Strategy and aims to work in partnership to deliver continuous improvement of the multi-agency approach to the prevention and reduction of anti-social behaviour across the Force Area.

Whilst it is led by the County Council, the group includes representatives from a number of partner agencies who have responsibility for tackling ASB and the role of the Chair is revolved amongst the City Council, County Council and the Police.

The ASB Reduction Strategy sets out the Partnership approach to tackling ASB, underpinned by the key local and national drivers. It defines what is meant by ASB and sets out the targets for Partners and our multi agency work in reducing it.

#### To achieve this, the Group's focus is on:

- Dealing with those who cause most harm
- Protecting the vulnerable
- Effectively deploying our resources to mitigate threat, harm and risk
- Working in partnership to solve the problems identified by communities
- Continuing to develop its understanding of, and improving upon, the extent to which victims are satisfied with the service they provide
- A complementary and collaborative performance framework with partners

The Group will also monitor proposed changes in ASB legislation and, as the ASB toolkit is reformed, it will ensure that partner developments are in line with the anticipated changes and that it is positioned to maximise upon any opportunities that arise.

#### Reducing Reoffending

The Leicester, Leicestershire and Rutland Reducing Re-offending Programme Board, which will be a sub-group of the Strategic Partnership Board, is an established programme board which reports to the Community Safety Programme Board and the Local Criminal Justice Board.

Over half of offending is re-offending, and this board aims to bring key partners together to focus on reducing the re-offending of Adult and Young Offenders across the local Criminal Justice System, whether under statutory supervision or not. It supports Community Safety Partnerships in their statutory duty to reduce re-offending and assists them in the production of their reducing re-offending plans.

The Board is a focus for sub-regional activity in this area and provides the governance structure for sub-regional programmes such as:

- Prolific and priority offenders (those most likely to commit volume crime)
- Integrated Offender Management (offenders causing harm in their communities)
- Mental health diversion schemes (at all stages in the Criminal Justice programmes)

#### The Board's aim, as set out in its Terms of Reference, is to:

- Form an effective strategic partnership to deliver a reduction in re-offending across the area and to address the causes of re-offending
- Agree and oversee a three-year reducing re-offending strategy and an annual sub-regional delivery plan for each financial year which addresses work with both adult and youth offenders and is set within the wider context of work with families with complex needs, prevention and at risk groups
- Co-ordinate sub-regional activity and provide governance to programmes which focus on reducing re-offending
- Monitor performance in terms of achieving the agreed outcomes in the local delivery plan and relevant Probation and Youth Justice targets

in terms of the overall outcome of a reduction in re-offending and interim outcomes related to the seven pathways of: employment, training and education; accommodation; finance, benefit and debt; health; children and families; attitudes; drugs and alcohol

- focus on the pathways out of offending to identify good practice, gaps in provision and influence commissioning decisions and the allocation of resources
- commission and agree to work to be undertaken with these groups and partnerships to reduce re-offending where it is within the remit of the board

#### The Multi-Agency Public Protection Arrangements (MAPPA)

The MAPPA provide a framework for co-ordinating and channelling multi-agency management, where appropriate and necessary, aimed at protecting the public from offenders in the community whose previous offences and current behaviour suggest that they have the potential to cause serious harm to others. The Multi-Agency Public Protection Arrangements (MAPPA) are, jointly, a statutory duty of the Police, Probation Service and Prison Service who are known as the "Responsible Authority" (RA) agencies. A number of other key agencies listed below are charged with a statutory duty to cooperate (DTC) in the operations of the MAPPA:

- Youth Offending Teams
- Jobcentre Plus
- Local Education Authorities (LEA)
- Local Housing Authorities
- Registered Social Landlords (RSLs)
- Local Authority Social Services
- Health Bodies
- Electronic Monitoring Providers

In Leicestershire and Rutland the MAPPA are co-ordinated and administered by a MAPPA Coordination Unit comprising a full-time MAPPA Manager (a seconded Senior Probation Officer) and two full-time Administrators. Half-time support to the Unit is also in place from a Police Inspector. The Coordination Unit is accountable to the MAPPA Strategic Management Board (SMB)

which has the ultimate responsibility for the MAPPA in this area.

Sitting underneath and reporting to the SMB are four sub-groups, which have representatives from the RA and DTC agencies and who are responsible for ensuring that MAPPA is delivered effectively in the Force Area.

The Arrangements are jointly funded each year by contributions from the RA and DTC Agencies, with Police and probation contributing the largest proportion. This is reflective of the fact that approximately 98 per cent of MAPPA offenders are managed by those two agencies alone. The annual budget for MAPPA is approximately £140,000, the majority of which comprises staff salaries plus a small operational budget of approximately £16,000.

In 2010-11 the MAPPA offender population looked like this:

- Category 1 (registered sex offenders): 611
- Category 2 (violent offenders sentenced to 12 months or more in prison): 207
- Category 3 (other dangerous offenders): One

These 819 offenders were managed throughout the year at one of three levels:

- Level 1 (ordinary agency management where the Lead Agency is responsible for risk management and information sharing): 771
- Level 2 (active multi-agency management, coordinated centrally): 33
- Level 3 (as above, but with senior management representation at meetings): 15

## Criminal Justice Strategic Commissioning Group

This sub-regional meeting includes partners across the Force Area from the local authorities, police, probation, health and prisons. The meeting provides the governance arrangements for the commissioning of drug and alcohol interventions for offenders across the sub-region.

The joint commissioning model supports the delivery of an integrated pathway across the Force Area, and brings together the contributions of different partner organisations to deliver a more coherent set of services, representing the most efficient approach to commissioning this element of the drug and alcohol treatment system.

The commissioning model is supported by a pooled budget which includes partners' contributions. The pool is made up of Department of Health pooled treatment monies, Drug Interventions Programme (DIP) monies from both DoH and Ministry of Justice, mainstream contributions from city and county/Rutland Primary Care Trusts and National Offender Management (NOMs). The total value of the pool for 2011/12 was £3.3 million. Of this, the DIP Home Office monies were £621, 000, i.e. 18 per cent of the total pool.

This model has provided the opportunity to rationalise back office support functions, and strengthen the entire commissioning process. It also provides the platform for more efficient use of resources, and effective delivery at every stage of the commissioning process. The streamlined commissioning arrangements have delivered efficiencies and economies of scale, with savings of £300,000 being realised in financial year 2011/12, compared to the previous year's delivery.

The lines of accountability for the commissioning model are back through the respective partnership arrangements for each Local Authority area i.e. The Safer Leicester Partnership in the City, Leicestershire Substance Misuse Board in the County, and the Safer Rutland Partnership in Rutland.

## Health

### Health and Crime

Adults and young people in contact with the criminal justice system are more likely to be socially excluded and experience high levels of health inequalities. They are more likely to suffer from mental health problems and learning disabilities, and to have problems with drugs or alcohol. The link between offending, reoffending and wider factors, including health, is widely recognised.

There is a strong correlation between poor health, high levels of crime and poverty. Crime is associated with social disorganisation, low social capital, relative deprivation and health inequalities. It is clear that the geographical distribution of ill health closely matches that of crime. Crime can certainly lead to ill health but equally crime and ill health have common causes. We know that offenders are highly likely to have a background of broken families, child abuse and low levels of education and literacy, all of which are linked to poor health, as well as crime.

### Leicester City

Leicester city's diverse population is marked by a greater number of younger people and a lower number of older residents and higher rates of deprivation than in England generally. On average, people in the city die early, particularly from circulatory diseases, cancers and respiratory disease. Poor health is largely driven by deprivation and exacerbated by lifestyle factors embedded within communities. The inequalities gap in health between Leicester and England is not narrowing and the gap between the more deprived and the more affluent communities within Leicester has remained a stubborn inequality. The high health need in Leicester places considerable demands upon health care and social care in the city. The rate of emergency admissions to hospital are higher than the rate nationally, and particularly so for those living in the most deprived parts of the city.

Over a third of Leicester's children are living in poverty and this affects their life chances. The city has high rates of infant mortality and too many teenage pregnancies.

## Alcohol issues in Leicester City

In Leicester the rate of alcohol-related deaths and hospital admissions as well as alcohol-related crime is higher than the national average. Death and hospital admission rates are much higher in males. Leicester has the 14th highest alcohol-attributable death rate for males and the 35th highest for females (out of 326 local authorities). Leicester City has the 37th highest hospital admission rate. In 2010/11 there were over 7,000 alcohol-related hospital admissions of Leicester City residents.

There is a clear east/west split in the city in relation to alcohol consumption and subsequent outcomes e.g. hospital admissions. Many wards in the west of the city have higher consumption rates, hospital admission rates and alcohol-related crime.

The Leicester Lifestyle Survey (2010) showed that just over half of all respondents (53 per cent) drank alcohol, which is lower than reported nationally. However, of those that reported drinking alcohol, over half of these reported drinking above the recommended limits on a typical day when they were drinking.

Alcohol-related violent crime rates show a general downward trend between 2006/07 and 2010/11 both nationally and in Leicester. Alcohol-related crime, although on the decrease, is statistically significantly higher than the England average.

It is vital that effective treatment and recovery services are provided. Alcohol treatment is cost-effective. Research shows that for every £1 spent on treatment, the public sector saves £5. Recovery goes beyond medical or mental health issues to include dealing with the wider factors such as housing needs, employment, education and debt advice that will help to promote recovery. A range of these 'wraparound' services exist in Leicester to provide support for those who misuse alcohol.

### Illicit Drugs in Leicester

Survey data for Leicester reports levels of drug use lower than the national level with six per cent reporting taking drugs in the last 12 months compared to almost nine per cent nationally. However, the estimated number of problem drug users (those using crack or opiates) is higher than the national

rate. Drug-related hospital admissions are also higher than the national rate. There are a small number of drug related deaths each year, with the majority caused by opiate use.

As is the case for alcohol consumption, there is a clear east/west split with reported use and subsequent outcomes, with the wards in the west reporting misusing drugs more than the east, having higher rates of hospital admissions, higher crime rates and higher numbers in treatment.

There is a clear link between mental health problems and drug misuse (dual diagnosis), with many clients being seen in drug treatment that have been identified as having mental health problems.

Drug services obtain a high proportion of their clients through the criminal justice system.

As with alcohol misuse, it is vital that effective drug treatment and recovery services are provided. Research shows that for every £1 spent on drug treatment, £2.50 is saved to society. Drug treatment protects public health by preventing drug related deaths, restricting blood borne viruses, and reducing the burden on the NHS. Full recovery goes beyond medical or mental health issues to include dealing with the wider factors such as housing needs, employment, education and debt advice that will help to promote recovery and reintegration.

### Leicestershire County (i.e. excluding Leicester City)

In comparison to Leicester City, the health of people in the county is generally better than the England average. Life expectancy in Leicestershire is 79.7 years for males and 83.4 years for females and the Primary Care Trust ranks 21 out of 151 Primary Care Trusts (PCT) for males and 29 out of 151 for females (1=highest). In the past 10 years there have been significant improvements in people's health with reductions in premature mortality rates from the major killers.

However, cardiovascular disease, cancer and respiratory diseases remain significant causes of ill health and premature mortality, driven by the key risk factors of smoking, obesity and alcohol misuse.

Health in Leicestershire, as in the rest of

the UK, is improving. However over the last ten years, health inequalities between different social classes and groups have widened. Health inequalities are unjust differences in health outcomes or measures between different individuals or groups. They can be defined as 'systematic and potentially remediable differences in one or more aspects of health across populations or population groups defined socially, economically, demographically, or geographically'.

Leicestershire has geographical pockets of relative deprivation. Leicestershire has a variation in life expectancy between boroughs and across nationally identified super output areas. The difference in life expectancy between the most and least deprived individuals in Leicestershire County and Rutland is 5.9 years for males and 4.7 years for females (2005-09).

The long-standing challenges posed by deprivation remain. There is a strong link between deprivation and health and wellbeing. North West Leicestershire remains the most deprived district, Harborough remains the least deprived. The areas of lowest household income are clustered around parts of Loughborough, Coalville, Melton and South Wigston.

One of the most significant challenges to the health of the population in Leicestershire and Leicester is caused by the inter-generational cycle of health inequalities. Targeting the families with the greatest overall needs (as per the "Troubled Families" initiative that has been developed in Leicestershire) is key to ensuring that the most vulnerable children have the best opportunity for good health and wellbeing throughout their lives.

## Resilience

The Leicester, Leicestershire & Rutland Local Resilience Forum (LRF)

The aim of the LRF is to make sure that the duties stated in the Civil Contingencies Act 2004 (CCA) are achieved within a multi-agency environment. These are to:

- Co-operate with other local responders
- Share information with other local responders
- Assess the risk of emergencies in the area
- Put in place business continuity management arrangements
- Put in place arrangements to warn, inform and advise the public in the event of an emergency
- Provide advice and assistance to businesses and voluntary organisations about business continuity

Current priorities are planning for influenza, Leicester City Centre evacuation and flooding. The Civil Contingencies Act divides responding organisations into two categories:

Category 1 responders – the organisations at the core of the response:

- Leicestershire Police
- Leicestershire Fire and Rescue Service
- East Midlands Ambulance Service
- Leicester City NHS and Leicestershire & Rutland County NHS
- University Hospitals of Leicester
- Health Protection Agency (HPA)
- Leicestershire Partnership NHS Trust
- Environment Agency
- Local Authorities: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Melton Borough Council, North West Leicestershire District Council, Oadby & Wigston Borough Council, Rutland County Council, Leicester City Council, Leicestershire County Council

Category 2 responders are the "co-operating bodies" that are less likely to be involved in the core planning work but may be heavily involved in incidents:

- East Midlands Airport
- Health and Safety Executive (HSE)
- Voluntary Sector – British Red Cross, Salvation Army, WRVS
- Transport – Highways Agency, Network Rail, bus companies, train operating companies
- Utilities – gas, electricity, water, sewerage, public communication providers
- Health sector - Strategic Health Authority

## Voluntary Action Leicestershire (VAL)

VAL is an infrastructure charity providing support and guidance to get people volunteering and to help local voluntary and community groups (VCS) to thrive throughout Leicester city and Leicestershire.

### Safer Future Communities Network

VAL has been given a small amount of funding by the Home Office to deliver the local safer future communities network (SFC) during 2012/13. The SFC network coordinator role is to engage the voluntary and community sector (VCS) throughout the transition to PCC and prepare them for this change.

A PCC workshop was held in June for the VCS, with hands on support from Leicestershire strategic transition team. From the event a few action points were identified. These included:

- A voluntary sector manifesto to inform PCC candidates of crime priorities from a voluntary sector perspective
- Better representation of the voluntary sector on the relevant community safety type of boards and subgroups
- Looking at voluntary sector consortia models to look at addressing crime issues in a new innovative way

VAL's specific work around the crime agenda has included:

## Volunteering

### Leicester City:

The volunteering team have been supporting professionals in agencies working with offenders to help them involve their clients as volunteers, as part of a pathway from offending to employment and active citizenship.

In the past VAL has helped Leicestershire and Rutland Probation Trust (LRPT) to develop policy and practice and helped Glen Parva prison involve their inmates as volunteers in The Special Olympics.

### Leicestershire:

In addition to VAL's district development, the volunteering advisor for Charnwood has been obtaining many hundreds of referrals from LRPT or their service users have been referred to VAL to find out about volunteer roles in the community. The advisor has also worked with front line groups and Leicestershire Youth Offending Service in the area to recruit volunteer mentors for their service users.

Volunteers for LRPT are involved as community panel members, volunteer mentors, short-term intervention volunteers, appropriate adult community panel members, and volunteer drivers.

### Group Support

VAL's group support development team worked closely with Leicestershire Police during 2011 to provide support for the VCS around the Home Office Community Action Against Crime Innovation Fund. Some 43 organisations applied to the fund, of which 18 applications were successful at local panel stage. Fifteen of those organisations received one-to-one support from VAL with the application. Due to oversubscription of the fund, eight voluntary groups were successful at Home Office stage, of which six received one-to-one support from VAL. This brought £242,505 income into Leicestershire for crime innovation projects on a two year programme ending 31 March 2013.

Following VAL's success with developing and delivering grant funding panels, it was commissioned to deliver the Leicestershire and Rutland grant assessment panel on behalf of community development foundation, who administered the fund on behalf of the Home Office.

During 2012 VAL has worked with LRPT to inform the sector of a preferred partner network using a pre-qualification questionnaire (PQQ) tendering process. This work has included providing feedback to LRPT about the content of a service specification and information document for applicants. Thirty four organisations attended the event about the PQQ process. The tendering process completed in July 2012.

### Stronger communities programme

During 2009 -2011 VAL was funded to deliver LAA2 (Local Area Agreement) Stronger Communities programme in the county. This was a coordinator multi agency piece of work with Leicestershire county council, the seven district councils around 19 neighbourhood priority areas. The project was set up to increase understanding of how to support safer and stronger communities through a collaborative partnership approach.

### Voluntary and community groups inclusive of social enterprises

As part of the SFC network coordinator role, VAL is presently mapping the scope of the VCS in supporting crime initiatives.

VAL's VCS tracker has data of over 4,000 groups in Leicester city and Leicestershire. VAL is liaising with Voluntary Action Rutland to obtain data in respect of Rutland groups. So far the research has established:

- Ten organisations supporting victims of crime
- Twenty eight organisations supporting offenders, ex-offenders and their families
- One community activist group working on the Stop and search agenda
- Two organisations that support prisoners
- Thirty six organisations carrying out general work around preventing and reducing crime.

Funding for these groups varies from grant and tenders from LRPT, national offender management services (NOMS), local district councils, county and city council funding. In addition, there is the Home Office funding mentioned above and individual donors also contribute funds.

## Voluntary Action Rutland

Voluntary Action Rutland supports and promotes local voluntary action by providing advice, information, support, training and consultation. They offer a wide range of services to members of the Rutland community and give priority to those most in need.

They can help with:

- Volunteering
- Support for groups
- Representation and networks
- Social transport scheme
- Loan of equipment
- Office services
- Room hire
- Database of groups

VAR holds a comprehensive database of community groups and charities supporting the Rutland community.



## Safeguarding



## 4. Safeguarding

### Safeguarding Boards – an overview

At present there are four safeguarding boards operating in the Leicestershire Police area. Leicestershire and Rutland together operate a Local Safeguarding Children Board (LSCB) and a Safeguarding Adult Board (SAB). Leicester City has both a LSCB and SAB. All four Boards have an independent Chair.

At the time of writing (August 2012), reviews of both children and adult safeguarding boards are taking place at national level.

On 12 June 2012 the Department for Education (DfE) began a consultation on:

- A revised and much shorter version of 'Working Together to Safeguard Children'
- A new framework for the assessment of children in need and their families
- New arrangements for Serious Case Reviews, reviews of child deaths and other learning processes led by LSCBs

This consultation closes on 4 September 2012 and further briefings will be provided to communicate the conclusions reached. The proposed changes would impact on the work of Leicestershire Police since they relate to the safeguarding responsibilities of all agencies within the LSCB.

In addition, in May 2011, the Law Commission published a review of adult social care. One of its 76 recommendations was to place Adult Safeguarding Boards on a statutory footing. It is anticipated that the Government will introduce legislation in response to this review but the timescale for this is not clear.

### Local Safeguarding Children Boards (LSCBs)

The key objectives of LSCBs, as set out in 'Working Together to Safeguard Children', are:

- To co-ordinate local work to safeguard and promote the well-being of children
- To ensure the effectiveness of that work

### Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care

A key objective in undertaking these roles is to enable children to have optimum life chances and enter adulthood successfully.

The role of the LSCB is to scrutinise and challenge the work of agencies both individually and collectively. The LSCB is not operationally responsible for managers and staff in constituent agencies.

### Membership of LSCBs

All LSCBs must have an independent chair. Members should be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisation. They should be able to: speak for their organisation with authority, commit their organisation on policy and practice matters, and hold their organisation to account.

### Relationships with other Partnership Bodies

'Working Together to Safeguard Children' outlines the formal relationship that should exist between the LSCB and the Children's Trust, although it is no longer a requirement to have a Children's Trust. In addition, it is expected that there will be a clear relationship between LSCBs and Health and Well-Being Boards, Community Safety Partnerships and other key partnerships that focus on children and young people to ensure strategic alignment, improve co-ordination of activity and avoid duplication.

Under section 1(8)(h) of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner should hold the chief constable to account for the exercise of duties in relation to safeguarding children as set out in sections 10 and 11 of the Children Act 2004.

The current consultation on a revision to 'Working Together to Safeguard Children' includes specific reference to the role of the Police in LSCB and safeguarding activity.

The consultation documentation can be found at: [www.workingtogetheronline.co.uk/](http://www.workingtogetheronline.co.uk/)

### Safeguarding Adults Boards

As stated in the introduction to this briefing, Safeguarding Adult Boards are not statutory bodies but were recommended by 'No Secrets' which was published by the Department for Health and the Home Office in March 2000 and by 'Safeguarding Adults' which was published by the then Association of Directors of Social Services in October 2005.

Both Leicestershire and Rutland and Leicester City operate Safeguarding Adult Boards.

### Purpose and role

The focus of the work of Safeguarding Adults Boards is 'vulnerable' adults. The forms of abuse which the Board aims to prevent and address are: physical abuse, sexual abuse, psychological abuse, financial or material abuse, neglect or acts of omission, discriminatory abuse.

The role of the SAB is to ensure effective safeguarding arrangements are in place in both the commissioning and provision of services to vulnerable adults by individual agencies and to ensure the effective inter-agency working in this respect.

The SABs in Leicestershire and Rutland and Leicester City have identified agreed objectives and priorities for their work which include clear policy, procedural and practice arrangements, mechanisms to secure co-ordination of activities between agencies, the provision of training and workforce development in support of safeguarding and quality assurance and performance management arrangements to test the effectiveness of safeguarding and the impact of the Board.



## Criminal Justice Agencies

## 5. Criminal Justice Agencies

### Youth Offending

Youth Offending Services or Teams (YOS) were set up under the Crime and Disorder Act 1998, to co-ordinate youth justice services for each local authority area, with the principal aim of preventing offending by children and young persons. Leicester City YOS co-ordinates the provision of youth justice services to Leicester City, whilst Leicestershire YOS co-ordinates the provision of youth justice services to Leicestershire and Rutland.

Each YOS is overseen by a local Management Board, comprising the statutory partners (police, probation, health, social services and education) and other partners such as the courts, Connexions and the voluntary sector. Leicester City's Youth Offending Management Board is chaired by the Director of Children's Services for Leicester City Council and the Leicestershire YOS Management Board is chaired by the Chief Executive of Leicestershire County Council. The YOS is also represented on the Safer Leicester Partnership.

The Ministry of Justice (MoJ) sets three national indicators for YOS's:

- Reduce offending
- Reduce re-offending
- Reduce the use of custody

The MoJ provides performance reports on these indicators on its website.

The Youth Justice Board for England and Wales (YJB) is an executive non-departmental public body. Its board members are appointed by the Secretary of State for Justice. The YJB:

- Oversees the youth justice system in England and Wales
- Works to prevent offending and reoffending by children and young people under the age of 18
- Ensures that custody for them is safe, secure, and addresses the causes of their offending behaviour

### Youth Offending Service provision

YOS assess young people using the YJB assessment tools, Asset and Onset, to identify the factors that contribute to their likelihood of offending. An intervention plan is designed with the young person and their parent/carer to reduce the likelihood of offending. A multi-agency intervention programme, including specialist workers such as mental health nurses, substance misuse workers, education officers, parenting workers, Connexions workers and accommodation officers, is delivered to the young person with a view to managing their risk and vulnerability and reducing their likelihood of re-offending. Where offending is serious or prolific, the YOS works closely with the Multi-Agency Public Protection Arrangements and the Multi-Agency Prolific and Other Priority Offender Management Arrangements to minimize the risk presented.

### Outcomes

Both Leicester City and Leicestershire YOS have an excellent record of working in partnership to prevent offending, reduce re-offending and increase victim and public confidence. The services work jointly with criminal justice services, community safety partnerships and services for children and young people in order to ensure that children and young people are protected from harm and are less likely to offend, making a significant contribution to creating safer communities. In relation to the key MoJ outcomes:

### Leicestershire and Rutland YOS

- Reduced offending (first time entrants to the youth justice system) by 67.7 per cent in 2010/11 compared with 2005/06, a reduction of 870 young people
- Reduced re-offending by 31.8 per cent between 2005 and 2010
- Reduced the use of custody by 57 per cent (20 young people) over the same period

### Leicester City YOS

- When comparing 2010-11 with 2005-06, the YOS can report a 62 per cent reduction in First Time Entrants (FTEs) to the youth justice system, which represents a reduction from 880 FTEs during 2005-06 to 336 during 2010-11
- The YOS can report a reduction of 76 per cent in reoffending rates for young people subject to their management when comparing 2010-11 with 2005-06
- Between 2001-02 and 2010-11 the YOS can report a consistent reduction in the use of custodial sentencing. During 2001-02 custodial sentences represented 11 per cent of all sentences given, and Leicester City YOS had one of the highest custodial sentencing rates in England and Wales. The rate for 2010-11 was significantly lower at only 6.6 per cent

### Crown Prosecution Service

The Crown Prosecution Service (CPS) is the principal prosecution department in England and Wales, and is responsible for:

- Advising the police on cases for possible prosecution
- Reviewing cases submitted by the police
- Determining any charges in all but minor cases
- Preparing cases for court
- Presenting cases at court

The CPS is headed by the Director of Public Prosecutions (DPP), Keir Starmer QC. The DPP is superintended by the Attorney General who is accountable to Parliament for the Service. The Chief Executive is responsible for running the business on a day-to-day basis, and for human resources, finance, business information systems, operations, and criminal justice policy, allowing the DPP to concentrate on casework, associated legal issues and legal policy.

The CPS is divided into 13 geographical Areas across England and Wales. Each Area is led by a Chief Crown Prosecutor (CCP) who is responsible for the provision of a high quality prosecution service in their Area. A 'virtual' 14th Area, CPS Direct, is also headed by a CCP and provides out-of-hours charging decisions to the police.

Two specialist casework groups, Central Fraud Group and Serious Crime Group, deal with the prosecution of all cases investigated by the Serious & Organised Crime Agency, UK Border Agency and Her Majesty's Revenue & Customs as well as serious crime, terrorism, fraud and other challenging cases that require specialist experience. In addition, the Welfare, Rural and Health Prosecutions Division was established in September 2011. This Division deals with prosecution work from DEFRA, the Department of Work and Pensions, the NHS and the Medicines and Healthcare Products Regulatory Agency.

Casework decisions are the sole responsibility of the CPS and must be made in accordance with the Code for Crown Prosecutors. It is a fundamental principle that prosecutors must be fair, independent, and objective. Prosecutors must not be

affected by improper or undue pressure from any source.

### Staffing

CPS East Midlands employs 419.9 full time equivalent (FTE) staff. Of these 223.4 FTE are administrators, 193.5 are prosecutors (lawyers and associate prosecutors) and three are senior civil servants. The Leicestershire teams currently employ 81 FTE staff: 38.4 prosecutors and 42.6 administrators.

### Budget

The total budget for CPS East Midlands for 2012/13 is £24,851,090. The sole source of funding for CPS East Midlands is from central government, with adjustments made for savings delivered by use of in-house Crown Advocates.

### Governance and reporting

Leicestershire is part of the East Midlands Area. There are two teams, one covering Crown court cases and one covering magistrates' court cases. Each team is led by a District Crown Prosecutor. The principal reporting forum is the Area Strategic Board for the East Midlands. This is attended by the Deputy Chief Crown Prosecutor currently responsible for Leicestershire and Northamptonshire.

For further information about CPS East Midlands, visit [www.cps.gov.uk/eastmidlands](http://www.cps.gov.uk/eastmidlands)

## Leicestershire and Rutland Probation Trust

The Trust is responsible for the delivery of all Probation Services across Leicestershire and Rutland for offenders aged 18 and over. In 2011/12 it produced over 2,700 reports to the courts to assist in making sentencing decisions and supervised 3,250 offenders on Community Orders or following release from prison. The Trust's mission is

*"To reduce re-offending by those under our supervision to protect communities from harm and to work actively with offenders to assist them to change".*

Much of the Trust's work is undertaken in partnership with other organisations in the public and voluntary sectors. It is a statutory member of Community Safety Partnerships sharing the duty to reduce re-offending with others, and works with Criminal Justice Agencies on the Local Criminal Justice Board. The Trust achieved the British Quality Foundation Award for working in partnership and was awarded five stars under their recognised For Excellence Scheme.

The Trust aims to achieve the following outcomes:

- Overall reduction in re-offending
- Reduction in frequency and seriousness of re-offending
- Positive changes in offending related risk factors; employment, accommodation and alcohol and drug use
- Satisfaction of victims, sentencers, community payback beneficiaries and service users
- Reduction in the harm caused by offenders to individuals and the public
- Delivery of and compliance with the sentence of the courts

Leicestershire currently has the fourth lowest adult re-offending rate in the country which, in part, reflects the strength of partnership working. The Trust commissions work on Prolific and Priority offenders and Integrated Offender Management with the police. It also delivers the Criminal Justice Drug and Alcohol Treatment Service which provides access to treatment at all points in the Criminal Justice System, from arrest, court

appearance, community sentence, on licence and in Leicester Prison. With the Police and Prison Service it is a responsible authority for the Multi-Agency Public Protection Arrangements (MAPPA), ensuring that the most risky offenders are safely managed in the community.

The Trust provides a range of interventions to ensure offenders are appropriately punished and enabled to change. These include Community Payback, Approved Premises (hostels), Accredited Programmes (including for domestic violence and sex offenders), treatment services, victim contact and employment advice and guidance. In addition to the main contract it holds with the National Offender Management Service (Ministry of Justice), it holds contracts for employment advice for the region and drug and alcohol services for the City and County Drug and Alcohol Teams. Probation staff are also seconded to the City and County Youth Offending Services and deliver services in each of the four prisons, Leicester, Glen Parva, Gartree and Stocken.

The trust had a total budget of £18 million in 2012/13 from all sources and employs approximately 480 staff across all its programmes. As with all public services it has seen budget reductions over the last three years and is improving efficiency through working with partners, co-locating services and achieving more efficient processes. The government is currently undertaking a national review of Probation Services with a view to producing further efficiencies and increased competition whilst ensuring strong local engagement and accountability.

## Her Majesty's Courts and Tribunals Service (HMCTS)

HMCTS is responsible for the administration of courts and tribunals nationally. Members of the judiciary are independent of HMCTS and the service is accountable not only to the Lord Chancellor as Secretary of State for Justice but also to the Lord Chief Justice as head of the judiciary.

In Leicestershire and Rutland there are magistrates' courts in Leicester, Loughborough and Hinckley and the Crown Court sits in Leicester. Magistrates' courts at Coalville, Market Harborough and Melton Mowbray closed in July 2011 as part of a national programme rationalising the courts estate. There are currently about 420 lay magistrates and two district judges in the magistrates' courts. Magistrates (also known as Justices of the Peace) are not legally qualified nor are they paid for their services. They sit a minimum of 13 days a year and are supported by a Justices' Clerk and a team of assistants, who give legal advice, as well as a team of administrators responsible for supporting the work of the courts. The administrative staff are accommodated at Leicester, Loughborough and Hinckley and are managed by the Cluster Manager who is accountable through the Midlands Regional Delivery Director to the Chief Executive of HMCTS. Ninety-five per cent of criminal prosecutions are concluded in the magistrates' courts. The powers of magistrates are limited to six months' imprisonment for any offence not otherwise limited by law or, in the case of two or more offences which could be tried in the Crown Court, one year. Magistrates also sit on appeals from the decisions of other magistrates in the Crown Court.

Magistrates are allocated to sit in Local Justice Areas (often referred to as "benches") of which there are currently three, each with its own chairman: Ashby and Market Bosworth; Leicester, Market Harborough and Lutterworth; and Loughborough, Melton, Belvoir and Rutland.

The Justices' Issues Group exists to ensure there is a proper interface between HMCTS and the Judiciary and oversees the listing policy of the magistrates' courts.

A number of Circuit Judges and Recorders

sit at the Crown Court as well as High Court Judges who sit intermittently. The Crown Court deals with more serious allegations and those which the accused elects to be heard there – trial is before a judge and jury. The Crown Court's powers of sentence are limited only by law.

HMCTS is managed across clusters of counties, Leicestershire and Rutland being grouped with Lincolnshire and Northamptonshire. The service has responsibilities for civil and family courts as well as a range of tribunals. It is bedding in after a substantial structural reorganisation. Its main priorities for improving operational performance include:

- Speeding up the criminal justice process
- Reducing the need for witnesses attending unnecessarily
- Increasing the effectiveness of trials
- Making better use of technology (including electronic files and video links)

The courts have worked closely with other criminal justice agencies to improve processes and service to its users. Ultimately, the biggest stakeholder in the Courts is the general public; it is essential that members of the public have confidence in the judicial system. Magistrates and jurors, who make key decisions in the courts are not lawyers and are drawn from the general public. The courts work hard with other agencies to engage with members of the public to increase the levels of understanding of their work.

Whilst members of the judiciary have to maintain their independence and are limited in the way in which they can work with other agencies who have their own distinct roles within the justice system, they are keen to engage with them appropriately and will look forward to forging good relationships with the Police and Crime Commissioner when in post.

## Victim Support

Victim Support in Leicestershire and Rutland is a national registered charity serving local communities with locally recruited staff and volunteers.

It provides free and confidential emotional and practical support to people affected by crime, currently receiving 30,000 victim referrals annually from Leicestershire Police. It also receives self-referrals and referrals from other agencies.

Victim Support has a Witness Service in every criminal court in Leicestershire and Rutland. The Witness Service provides support for both prosecution and defence witnesses enabling them to give their best evidence.

Mick Studley, the Divisional Manager, leads the local team of dedicated staff and volunteers. They also have a unique charity shop in the city centre which is in partnership with Leicestershire and Rutland Probation Trust. Specially selected offenders sentenced to unpaid work are located at the shop and a grant from Probation helps with the running costs.



## Funding



## 6. Funding

The following funding streams will transfer to the PCC from April 2013:

### Community Safety Fund

#### Leicestershire Safer Communities Commissioning Plan

Partnerships in Leicestershire have been working closely to commission services to support safer communities for a number of years, making use of what is now known as the Community Safety Fund. The Safer Communities Strategy Board is responsible for commissioning services on behalf of the County Council which currently receives the funding from the Home Office.

Leicestershire's Safer Communities Commissioning Plan for 2011-13 has been developed by the Strategy Board to support the delivery of the agreed priorities. The commissioned activity includes:

- Integrated offender management work (reducing re-offending)
- A mentoring scheme for young people at risk of being involved in anti-social behaviour (reducing ASB)
- A peer support scheme for people with mental health difficulties (support to vulnerable victims)
- Services to support those affected by domestic abuse (support to vulnerable victims)
- Locality work to address anti-social behaviour, vulnerable victims and other local community concerns (local CSP allocations)

In order to reduce the impact of the reductions in grant, Leicestershire Safer Communities Strategy Board combined half of its Community Safety Fund for 2011-12 with the full allocation for 2012-13 and allocated it over 18 months. This explains why the allocations for 2012/13 appear to be more than the available grant for that year.

The full use of the Community Safety Fund in Leicestershire in 2012/13 is summarised in the following table. The second column shows the allocation for the 18 months, and the third column the amount of the 18-month allocation that relates to 2012-13.

Activity	Oct 2011 to Mar 2013	2012-13 allocation
<b>Reducing re-offending:</b>		
Integrated Offender Management	£291,250	£194,000
Protecting the most vulnerable:	£59,420	£50,920
Domestic Abuse Outreach transitional arrangements	£33,690	£25,190
Safe Inside, Safe Outside; Mental Health peer support pilot	£25,730	£25,730
<b>Reducing ASB:</b>		
Mentoring for young people involved in ASB (20:20 rolled out across the county)	£91,000	£61,000
Locality Allocations	£147,000	£98,000
Programme Evaluation	£11,440	£11,440
<b>Total</b>	<b>£600,110</b>	<b>£415,360</b>

The locality allocations to each CSP are as follows:

District CSP	18 month Allocation	2012-13 Allocation
Blaby	£20,938	£13,959
Charnwood	£32,752	£21,835
Harborough	£17,948	£11,965
Hinckley & Bosworth	£22,629	£15,086
Melton	£15,103	£10,069
North West Leics	£21,343	£14,229
Oadby & Wigston	£16,287	£10,858
<b>Total</b>	<b>£147,000</b>	<b>£98,001</b>

### The Safer Leicester Partnership – Community Safety Fund

The Safer Leicester Partnership (SLP) has received £184,576 from the Home Office for 2012/13. The SLP Executive has agreed to fund the following:-

Proposal	Itemised Costs	Amount Agreed (£)	1 <sup>st</sup> Quarter Spend 1 <sup>st</sup> April – 30 <sup>th</sup> June 2012 (£)
YOS DYO Staff	Staffing	35,000	8,750
YOS Substance Misuse	Staffing	19,000	4,750
Overall Crime Delivery Group	Citywatch Training	40,000	3,000
	Vehicle Crime Catalytic Converter Marker Kits		1,200
Domestic Homicide Review	-	10,000	Nil
Anchor Centre (if unavailable through LCC/Probation)	-	10,578 (To be confirmed)	Nil
IOM	Staffing	55,000	13,750
<b>Total Allocated</b>		<b>169,578</b>	<b>17,700</b>
Amount To Be Allocated		14,998	

### Safer Rutland Partnership Board Budget 2012/13

	BCU funding	Council revenue funding
<b>Allocation in total</b>	<b>£12,000</b>	<b>£171,800</b>
<b>Priority 1: Anti-social behaviour and perception of anti-social behaviour</b>		
Youth Inclusion and Support Programme (YISP)		£21,700
Sentinel Fee		£5,100
Victim Support Grant		£579
Community Based Survey	£2,730	
<b>Priority 2: Substance misuse</b>		
<b>Priority 3: Volume crime and other</b>		
Multi-agency prolific and priority offender management (MAPPOM)		£8,400
CCTV monitoring and services		£9,300
Strategic Assessment		£2,500
Youth Offending Service		£67,764
<b>Priority 4: Domestic abuse</b>		
Domestic Violence Outreach Worker		£39,645
Domestic Homicide Review Process		£2,000
IDVA	£2,600	£13,000
Refuge Support		£1,500
Marac Co-ordinator funding		260
<b>Priority 5: Road safety</b>		
<b>Grand Total</b>	<b>£6,670</b>	<b>£171,748</b>

## Youth Justice Grant

In 2011/12, the Home Office provided a contribution to the Youth Justice grant provided by the YJB to YOS's across England and Wales, amounting to £100,108 for Leicestershire and Rutland and £132,860 for Leicester City. This constitutes 13 per cent of the total youth justice grant of £770,067 for the County and £1,021,996 for Leicester City. This will transfer to the Police and Crime Commissioner in 2013/14.

This funding was provided to support the YOS youth crime prevention arrangements and the YOS substance misuse officers.

As indicated above, the youth crime prevention arrangements have resulted in year-on-year reductions in first time entrants to the youth justice system, amounting to a 67.7 per cent reduction over the past five years for Leicestershire and Rutland and 62 per cent for Leicester City.

The substance misuse funding is used to provide approximately 1.5 substance misuse officers in Leicestershire. Forty-eight per cent of young people known to Leicestershire YOS in 2010/11 were identified through the assessment process to experience substance misuse issues. By the end of their intervention, there had been a 25 per cent reduction in the numbers of those experiencing substance misuse issues, demonstrating a clear impact of the work of the substance misuse workers.

In Leicester City, the YOS has three FTE substance misuse workers with one member funded within ISS contributions. There are two Tier 3 workers and one staff member responsible for prevention and early interventions work specifically addressing Tier 1 and 2 interventions.

### Additional funding and resources provided to the YOS by Leicestershire Police

Leicestershire Police also contributes £91,687 per annum to the County YOS multi-agency arrangements as part of the statutory duty to provide staff to the YOS. Two police officers are seconded to the YOS to deliver Final Warnings, which have to be delivered by a sworn police officer.

In Leicester City there are three seconded police officers. Two police officers deliver Final Warnings and one officer is responsible for intelligence gathering and supporting high risk cases.

## Drug Interventions Programme

The Drug Interventions Programme has been running nationally since 2003 and has successfully increased opportunities for offenders to break the cycle of drug dependency and crime. The funds that support the programme are received locally from the Home Office and the Department of Health, and are pooled with a number of other funds to support the commissioning of an integrated pathway of interventions for substance misusing offenders across the Force Area. The funds are directed in two basic areas: treatment services and police processes. The police-processes funding enables the police to administer a drug testing programme to capture drug-using offenders at the earliest opportunity and, through legislation, direct them into the treatment services.

Both nationally and locally the Drug Interventions Programme has been a key component of the strategy to tackle drug misuse and provide opportunities for offenders to break the cycle between substance misuse and offending.

### Commissioning Arrangements / Funding

Criminal justice substance misuse services are funded from a number of different grants and mainstream funding. The commissioning model for the delivery of the integrated provision for offenders is a joint commissioning model across the Force Area supported by a 'pooled' budget from each partner area. This funding 'pool' includes Department of Health Pooled Treatment Budget, Department of Health DIP budget, Home Office DIP budget, mainstream contributions from PCT Cluster and NOMS (National Offender Management). In total the value of the pooled budget in 2011/12 was £3.3million. The Home Office DIP budget of £621,000 for treatment services accounts for 18 per cent of the total pool that supports treatment provision. In addition to this funding, the Police receive £544,000 directly from the Home Office to support the DIP processes within custody suites. The entirety of this funding will transfer to the Police and Crime Commissioner from April 2013.

By pooling these budgets and jointly commissioning an integrated service, the model has been able to deliver financial efficiencies and economies of scale. This is

managed by a sub-regional Criminal Justice Strategic Commissioning Group, which is accountable to each authority's partnership arrangements - Safer Leicester Partnership in the City, Substance Misuse Partnership Board in the County, and Safer Rutland Partnership.

### Model of Delivery

As a Systems Change pilot, Leicester, Leicestershire and Rutland have been able to build on the successes of the DIP programme locally, and deliver a fully integrated model of provision for substance misusing offenders from the point of arrest through community sentencing and custodial delivery. The new operational model is a single integrated team, delivering drug treatment and case management throughout the whole criminal justice pathway, from arrest, through court, through sentencing (whether community or custody), and into generic community provision as necessary. The principal aims of the model are to ensure better co-ordination of services to remove duplication of effort, to ensure consistent quality treatment throughout the whole criminal justice pathway, and to improve the transitional experiences of service users from one element of the pathway to another.

The service is delivered through a single contract with Leicestershire and Rutland Probation Trust supported by a pooled budget with a number of partnership agreements in place underpinning these arrangements. The contract is in place until June 2013.

### Effectiveness / Evidence

A key improvement in bringing the pathway together in an integrated model has been the reduction in levels of attrition between custody and community. These have been significantly reduced, with an increase in successful transfers from 23 per cent in 2009 to 85 per cent in 2010. This is a notable success as this attrition point is a critical part of the pathway, with increased risk of overdose and drug related deaths occurring when users leave prison, as well as a heightened risk of reoffending.

The integrated model has yielded success both for the service user and local communities, and in terms of financial savings. Outcomes have been demonstrated across a number of key domains including drug use and offending behaviour and significant financial savings have been demonstrated through the 'pooling' of funds and the reduced administrative burden.

## ACRONYMS AND THEIR MEANING

ACPO	Association of Chief Police Officers. (Acronym is also used to describe officers entitled to be in the Association)	Leicestershire Police. Contains areas covered by Leicestershire County Council and Leicester City and Rutland County unitary authorities.
ACPO (TAM)	ACPO Terrorism and Allied Matters Committee	FOI Freedom of Information
ASB	Anti-Social Behaviour	HMCTS Her Majesty's Courts and Tribunals Service
BCU	Basic Command Unit. Each area of command within a police area. In Leicestershire Constabulary there are 2 BCUs – City and Counties.	HMIC Her Majesty's Inspectorate of Constabulary
CAB	Citizen's Advice Bureau	HRYO High Risk Young Offender
CC	Chief Constable	HSE Health and Safety Executive
CCP	Chief Crown Prosecutor	ICSB Inter Agency Community Safety Bureau
CDRP	Crime and Disorder Reduction Partnership. This is a body established at district council level under S16 Crime and Disorder Act 1998. Now CSPs.	ICV Independent Custody Visitor
CJSCG	Criminal Justice Strategic Commissioning Group	ICVA Independent Custody Visiting Association
CJS	Criminal Justice System	IDVA Independent Domestic Violence Advisors
CPS	Crown Prosecution Service	IEM Integrated Emergency Management
CSB	Community Safety Bureau	IOM Integrated Offender Management
CSP	Community Safety Partnership (formerly known as CDRPs)	IPCC Independent Police Complaints Commission (replaced the Police Complaints Authority with effect from 1 April 2004).
CSPB	Community Safety Partnership Board (to be replaced by Strategic Partnership Board in September 2012)	JAG Joint Action Group
DAT	Drug Action Team	KPI Key Performance Indicator
DAAT	Drug and Alcohol Action Team	LA Local Authority
DACG	Drug and Alcohol Commissioning Group	LAA Local Area Agreement
DCC	Deputy Chief Constable	LCJB Local Criminal Justice Board (to be replaced by Strategic Partnership Board in September 2012)
DIP	Drug Interventions Programme	LGA Local Government Association
DPP	Director of Public Prosecutions	LPU Local Policing Unit
DTC	Duty to Cooperate	LPS Local Policing Summary
DV	Domestic Violence/Abuse	LRF Local Resilience Forum
DYO	Deter Young Offenders scheme	LSCB Local Safeguarding Children Board
EMA	East Midlands Airport	LCSCB Leicestershire Safer Communities Strategy Board
Force Area	Geographical area covered by	LRPT Leicestershire and Rutland Probation Trust

LSP	Local Strategic Partnership. A non-statutory body established by most local councils pursuant to DETR guidance issued on 27 March 2002 see <a href="http://www.local-regions.odpm.gov.uk/lsp/guidance/index.htm">www.local-regions.odpm.gov.uk/lsp/guidance/index.htm</a>	Directorate (formerly the Police Standards Unit) A department of the Home Office responsible for driving up police standards
MAPPA	Multi Agency Public Protection Arrangements	PCSO Police Community Support Officer
MAPPOM	Multi Agency Prolific and Priority Offender Management	PCT Primary Care Trust
MARAC	Multi-Agency Risk Assessment Conference	PNC Police National Computer
MATRA	Multi Agency Threat and Risk Assessment	PND Police National Database
MoJ	Ministry of Justice	PRSRA Police Reform and Social Responsibility Act
MSF	Most Similar Forces. Those forces with whom Leicestershire are compared in performance data.	PSA Public Service Agreement (arrangements imposed by the Treasury on other Government Departments)
MSG	Most Similar Grouping. Similar to MSF but compared to BCUs and CSPs	PVP Protecting Vulnerable People
NCA	National Crime Agency	PYO Persistent Young Offender
NCJB	National Criminal Justice Board	RA Responsible Authority
NMIS	National Management Information System. The channel through which the Home Office says it will collect consistent data on policing and performance.	RSG Revenue Support Grant
NOMS	National Offender Management Service	SAB Safeguarding Adults Board
NPJA	National Policing Improvement Agency (to be abolished by 2013)	SDVC Specialist Domestic Violence Courts
NPP	National Policing Plan	SFC Safer Future Communities network
NPT	Neighbourhood Policing Team	SLP Safer Leicester Partnership – CSP in Leicester City
OCJR	Office for Criminal Justice Reform	SMPB Leicestershire Substance Misuse Partnership Board
PA	Police Authority	SPI Statutory Performance Indicator
PQQ	Pre-qualification questionnaire (part of tendering process)	SPR Strategic Policing Requirement (Statutory document)
PARO	Police Area Returning Officer	SV Supplementary Voting System
PCC	Police and Crime Commissioner	VAL Voluntary Action Leicestershire
PaCCA	Police and Crime Commissioner's Association – run by the Local Government Association	VCS Voluntary Community Sector
PCP	Police and Crime Panel	WRVS Women's Royal Voluntary Service
PCSD	Police Crime and Standards	YJB Youth Justice Board
		YOS Leicestershire Youth Offending Service
		YOT Youth Offending Team



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