

Leicester
City Council

MEETING OF THE CABINET

DATE: MONDAY, 19 APRIL 2010
TIME: 1PM
**PLACE: TEA ROOM, TOWN HALL, TOWN HALL SQUARE,
LEICESTER**

Members of the Cabinet

Councillor Patel (Chair)
Councillor Dempster (Vice-Chair)

Councillors Bhatti, Dawood, Naylor, Osman, Palmer, Russell, Wann and Westley

Members of the Cabinet are invited to attend the above meeting to consider the items of business listed overleaf.

for Director of Corporate Governance

MEMBERS OF THE PUBLIC:

YOU ARE VERY WELCOME TO ATTEND TO OBSERVE THE PROCEEDINGS. HOWEVER, PLEASE NOTE THAT YOU ARE NOT ABLE TO PARTICIPATE IN THE MEETING.

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INFORMATION FOR MEMBERS OF THE PUBLIC

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BRAILLE/AUDIO TAPE/TRANSLATION

If there are any particular reports that you would like translating or providing on audio tape, the Democratic Support Officer can organise this for you (production times will depend upon equipment/facility availability).

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General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact Heather Kent or Julie Harget, Democratic Support on (0116) 229 8816/8809 or email heather.kent@leicester.gov.uk or call in at the Town Hall.

Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

3. LEADER'S ANNOUNCEMENTS

4. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 29 March 2010 have been circulated to Members and the Cabinet is asked to approve them as a correct record.

5. MATTERS REFERRED FROM COMMITTEES

6. UPDATE ON STRUCTURAL SOLUTIONS FOR NATIONAL CHALLENGE SCHOOLS

[Appendix A](#)

Councillor Dempster submits a report that updates Members on the progress of the consultation on National Challenge Co-operative Trust status for Fullhurst Community College, Babington Community Technology College and New College Leicester. Cabinet is asked to approve the recommendations set out in Paragraph 2.2 of the report.

A minute extract from the meeting of the Children and Young People Scrutiny Committee held on 13 April 2010 will be circulated as soon as it is available.

7. REMODELLING AND REFURBISHMENT OF YMCA, EAST STREET, LEICESTER

[Appendix B](#)

Councillor Dempster submits a report that advises Members of the current position regarding the re-modelling and refurbishment of the Leicester YMCA, to provide accommodation and support to vulnerable young people, including care leavers. Retrospective approval is sought from Cabinet to enable the Council to work in partnership with Leicester YMCA to deliver the scheme by 31 August 2011. Cabinet is asked to approve the recommendations set out in Paragraph 2.2 of the report.

A minute extract of the meeting of the Children and Young People Scrutiny Committee held on 13 April 2010 will be circulated as soon as it is available.

8. YOUTH JUSTICE PLANNING FRAMEWORK 2010/11 [Appendix C](#)

Councillor Dempster and Councillor Naylor submit a report that provides a summary and overview of the 2010/11 Youth Justice Performance Improvement Framework (YJPIF) submitted to the Youth Justice Board (YJB) by the Youth Offending Service (YOS) as a requirement on the Crime and Disorder Act (1998). Cabinet is asked to approve the recommendations set out in Paragraph 3.1 of the report.

A minute extract of the meeting of the Overview and Scrutiny Management Board held on 15 April 2010 will be circulated as soon as it is available.

9. LEICESTER INTER-AGENCY DOMESTIC VIOLENCE STRATEGY 2009-2014 [Appendix D](#)

Councillor Naylor submits a report that informs of the Domestic Violence Strategy. The Strategy involves a co-ordinated community response with key partners and it received endorsement from the Safer Leicester Partnership Board on 29 October 2009. Cabinet is asked to approve the recommendation set out in Paragraph 3.1 of the report.

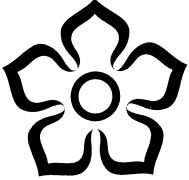
The minute extract from the meeting of the Overview and Scrutiny Management Board held on 15 April 2010 will be circulated as soon as it is available.

10. LEICESTER CITY COUNCIL'S SHORT BREAKS (RESPITE) STRATEGY FOR PEOPLE WITH LEARNING DIFFICULTIES [Appendix E](#)

Councillor Palmer submits a report that seeks Members' endorsement of the Short Breaks (respite) Strategy 2009 to 2013 for people with Learning Disabilities and to provide an overview of the strategy and the action plan to deliver the improved services. Members are asked to approve the recommendations set out in Paragraph 3.1 of the report.

A minute extract of the meeting of the Overview and Scrutiny Management Board held on 15 April 2010 will be circulated as soon as it is available.

11. ANY OTHER URGENT BUSINESS



Leicester
City Council

WARDS AFFECTED
Type in Ward

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Children & Young People Scrutiny Committee
Cabinet**

**13th April 2010
19th April 2010**

Update on Structural Solutions for National Challenge Schools

Report of the Strategic Director, Children

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update Members on the progress of the consultation on National Challenge Co-operative Trust status for the following three colleges:
- (i) Fullhurst Community College;
 - (ii) Babington Community Technology College; and
 - (iii) New College Leicester.

2. RECOMMENDATIONS

- 2.1 Children and Young People Scrutiny Committee is recommended to consider the report and advise Cabinet of its views on the consultation process and the proposed recommendations.
- 2.2 Cabinet is recommended to:
- (i) Note the current position with regard to the three National Challenge Schools seeking National Challenge Co-operative Trust status;
 - (ii) Request a further report on the outcome of the Consultation process
 - (iii) Request a further report on the process involved in Land Transfer, if any, or all of the Colleges gain National Challenge Co-operative Trust status.

3. SUMMARY

- 3.1 This report outlines the consultation process and possible outcomes.

- 3.2 The report concludes with the implications for the Local Authority and recommendations for the next steps.
- 3.3 In discussions with the DCSF, they have made it clear that they support the National Challenge Co-operative Trust solution for each of the three schools. They feel that pupils, parent/carers, staff and the wider community will gain from the additional capacity, skills, expertise and experience that partners will bring to support the positive trajectory the schools are currently on.

4. REPORT

- 4.1 The outcome of the Cabinet Report of 5th October 2009 'Structural Solutions for National Challenge Schools' was that Officers were authorised to do the following:
- (i) Work with Headteachers and Chairs of Governors/IEB to implement the necessary actions to form a National Challenge Hard Federation between Rushey Mead School and Fullhurst Community College.
 - (ii) Support the establishment of a National Challenge Trust for Babington Community Technology College and New College Leicester.
 - (iii) Consider National Challenge Trust status for Riverside Business & Enterprise College, if the outcome of consultation for closure resulted in it remaining open.
- 4.2 The outcome of the consultation on the proposed closure of Riverside Business & Enterprise College was that it should be closed. Preparations for its closure have been made and a plan implemented which means that a phased programme will be completed with full closure in July 2011.
- 4.3 Rushey Mead School and Fullhurst Community College have been in a 'Soft Federation' over the last year. This has involved the headteacher and a number of staff from Rushey Mead School working with the leadership team at Fullhurst Community College to add capacity. This is supporting the school as it works towards raising standards and exiting from its Osted category of 'Special Measures'. This arrangement has proved to be very effective with both schools benefitting.
- 4.4 In order to build on this good collaboration, a decision was taken by the Governing Body of Rushey Mead School, the IEB at Fullhurst Community College and Local Authority Officers, that the best way forward for both schools was a National Challenge Co-operative Trust without a Hard Federation. Rushey Mead School agreed to be the Lead Education Partner within the Trust and Carolyn Robson, its Principal, agreed to be the Executive Principal across both schools.
- 4.5 The three National Challenge Co-operative Trusts each have the LA, the Co-operative College and a member nominated from the Stakeholder Forum as trustees. New College has CFBT as the Lead Education Partner and Wyggeston & Queen Elizabeth I College as a supporting partner. In addition to Rushey Mead School as a Lead Education Partner, Fullhurst will also have The Becket School from Nottinghamshire as

a supporting partner. Babington Community Technology College will have Leicester College as their Lead Education Partner. Rushey Mead, the Becket School and Wyggeston & Queen Elizabeth I College have all been categorised as Outstanding by Ofsted.

- 4.6 The consultation process for Fullhurst Community College and Babington Community Technology College started at noon on 24th February 2010 and will run until noon on 24th March 2010. New College started a little later at noon on 1st March 2010 and will run until noon on 12th April 2010. This process has involved extensive opportunities for staff, unions/professional associations, students, parents and members of the public to express their views on the proposal. At the end of this initial period of consultation, a report will be submitted to each of the Governing Bodies/IEBs illustrating the feedback provided by all stakeholders. Meetings to receive the reports will be held on 13th and 14th April 2010. Governors will make a decision to either go ahead with the proposal or to call a halt to the process.
- 4.7 If the outcome of this phase of consultation indicates support for a National Challenge Co-operative Trust, then Formal Notices will be published and there will be a four week statutory representation period from noon on 19th April 2010 to noon on 17th May 2010. Governors will then meet during the week commencing 24th May 2010 to consider any representations and make a final decision on the proposal. If the IEB and Governors make a final decision to progress and the process runs smoothly, the Trust Implementation Day will be 1st June 2010. This will become fully operational at the beginning of the new school year in September.
- 4.8 National Challenge Co-operative Trust schools also become Foundation Schools. As part of the change of status the Governing Body will become the employer of all staff and land and assets will be transferred from the Local Authority to the trustees. This has to take place within six months of the implementation of the Trust. In order to do this, negotiations within a prescribed legal framework will need to take place.
- 4.9 When a school's proposal to change category has been approved, all land held and used by the transferor immediately before the implementation date for the purposes of the school will transfer to and vest in the transferee to be held for the purposes of the school. Normally this will include the school's buildings, hard and soft play areas, all weather sports areas, games courts, playing fields, habitat areas, roads, paths and car parks. Where a shared school community facility (eg, leisure centre or sports hall) is transferred to the school, it will have to honour any existing contracts or agreements. If they make any reference to maintenance or other requirements, then the school is bound to honour them.
- 4.10 There is presumption that all land held by the school immediately before it publishes proposals to change category will transfer. It is exceptions to this that will be agreed between transferor and transferee or, failing agreement, determined by the adjudicator. Once the procedure for changing category has been initiated, the transferor is prohibited from disposing or changing the use of any land held or used for the school without the prior consent of the transferee. Generally, the Governing Body will manage the facility in a way that produces income which would cover any maintenance or other costs. Further work will continue in relation to the New College Leicester site and details will be outlined in the future report on Land Transfer.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications

- 5.1.1 The report to Cabinet on 5th October 2009 contained detailed financial implications for the various potential future arrangements for these schools. With regard to National Challenge Co-operative Trusts, the Council would continue to fund the schools as at present through the local school funding formula and would retain responsibility for intervention in the case of future difficulties or budget deficits. The report to the October Cabinet also noted that a high level of support is likely to continue to be required for some time, at a cost to both the General Fund and the Schools Budget, to continue to improve standards in the schools and to embed any new Trust arrangements.
- 5.1.2 As the Trusts would own the school premises, the “pooled” approach taken by the City’s schools to funding BSF could be affected, and this would be a key discussion point around the transfer of premises to the Trusts. A saving on the NNDR (“business rates”) funding made available to the schools through the local school funding formula was noted, as the Trusts would be charitable bodies and entitled to rate relief.
- 5.1.3 The schools would be eligible for up to £750,000 of additional funding from the DCSF, less National Challenge funding already received, to support improvement initiatives and the transition to Trust status.

Colin Sharpe, Head of Finance and Efficiency, CYPS, ext. 29 7750

5.2 Legal Implications

- 5.2.1 Under the Trusts model there are key legal implications in relation to Governance (decision-making and accountability as between the range of collaborative partners); Property (the Trust owns the land and buildings); Employment (the Governing Body become the employers) and Admissions (The Governing Body become the Admissions Authority).
- 5.2.2 The Trust will be a charitable, not for profit trust, meeting the legal and other requirements as set out by the DCSF.
- 5.2.3 In terms of Governance, there are a number of options available for determining how decision-making will occur as between the Governing Body and the Trust Partners, including how the Trust (and others) will appoint to the Governing Body.
- 5.2.4 Trust schools, like any other schools, have to comply with the Admissions Code. Selection by ability was abolished after 1997 and selection by aptitude is now restricted to those schools who are designated as having a specialism. Even then, it applies to a maximum of 10% of the cohort (regardless of how many specialisms are designated), does not of course apply if the school is undersubscribed, and only now applies to aptitude in PE, performing arts, visual arts and modern foreign languages.

5.2.5 Schools will continue to teach the National Curriculum and will be inspected by Ofsted at appropriate times.

5.2.6 To set up the Trust, the school is required to change its current category and become a Foundation School. In acquiring Foundation Category, the Governing Body and not the Trust, will assume new responsibilities, including responsibility for the employment of staff and the admission of students to the school. In addition, the Trust will hold the land and assets in trust for the school. The Governing Body will retain day to day responsibility for managing the assets.

5.2.7 The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 provide for all the rights, powers, duties and liabilities to transfer existing staff from the Local Authority to the Governing Body. Existing and new teaching staff will continue to work under the terms of the School Teachers Pay and Conditions Document (STPCD). The School's Governing Body will set out the terms and conditions for new support staff which will be no less favourable than those applying to existing staff. The Governing Body will set terms and conditions for its own support staff. However, terms and conditions will be safeguarded as per the prescribed regulations for existing staff and they will maintain the same employment rights as Local Authority employees.

5.2.8 After the consultation The Governing Body may decide to:

- (i) issue Statutory Notices about a change to Foundation Category and the adoption of a Trust;
- (ii) modify the proposal in the light of suggestions made during consultation and, if the changes are significant, re-consult on the changes; or
- (iii) decide to remain as a community school without any changes.

5.2.9 If the school Governing Body decides to proceed and issues Statutory Notices there will be another chance to comment on the formal proposals before a final decision is taken by the school Governing Body.

5.2.10 There are complex legal issues involved in drafting the appropriate governance frameworks for the Trust Schools, and specialist legal advice is being received in this regard.

Kamal Adatia, Barrister, ext 7044

6. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities			
Policy			
Sustainable and Environmental			
Crime and Disorder			

Human Rights Act		
Elderly/People on Low Income		

7. Background Papers – Local Government Act 1972

7.1 None

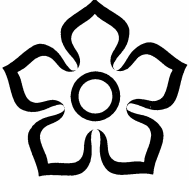
8. Consultations

8.1 As set out in the report

9. Report Author

Jenny Vickers, Lead Officer, Learning Services, Ext 6046
Margaret Libreri, Divisional Director, Learning Services ext: 29-7701

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)



Leicester
City Council

WARDS AFFECTED: All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**CYP Scrutiny
Cabinet**

**13th April 2010
19th April 2010**

Remodeling & Refurbishment of YMCA, East Street, Leicester

Report of the Strategic Director Investing in our Children

1. Purpose of Report

- 1.1 The purpose of this report is to advise Members of the current position regarding the remodeling and refurbishment of the Leicester YMCA, to provide accommodation and support to vulnerable young people, including care leavers. Retrospective approval is sought from Cabinet to enable the Council to work in partnership with Leicester YMCA to deliver the scheme by 31st August 2011.

2. Recommendations

- 2.1 Scrutiny Committee is recommended to note the report and make any observations to Cabinet.
- 2.2 Cabinet is recommended to;
- a) Endorse the Council's support for the scheme;
 - b) Confirm the urgent action of senior officers in accepting the grant of £2.64m from Partnerships for Schools (PfS);
 - c) Authorise the addition of the £2.64m to the Council's capital programme;
 - d) To authorise the Head of Democratic Services to enter into a funding agreement with the YMCA;
 - e) Authorise the Strategic Director, Investing in our Children to pay the YMCA on account the £600,000 received from PfS and in advance of the funding agreement being signed; and
 - f) Authorise the Strategic Director, Investing in our Children to make subsequent payments to the YMCA as they become due;

- g) Request the provision of regular monitoring reports to the Cabinet Lead for Children and Young People; and
- h) Agree that these decisions not subject to call-in procedures due to the urgency of the need to make payments to the YMCA and to confirm the Council's commitment to the scheme.

3. Summary

- 3.1 Following the publication of the Care Matters White Paper (2007), funding was made available via the Housing Capital Care Fund (DCSF) over a two-year period (2009 to 2011) to support a number of demonstration projects. This was focused on providing care leavers with good quality transitional accommodation and better access to housing support and other relevant services.
- 3.2 Local authorities with innovative proposals to develop such transitional accommodation were encouraged to consider making an application to the fund. The City Council subsequently submitted a bid in April 2009 in partnership with the YMCA and Children's Trust stakeholders.
- 3.3 The bid was successful and the grant acceptance was signed in June 2009, with a view to Cabinet approval being sought.
- 3.4 The Investing in our Children Priority Board will oversee the programme, as the primary focus of the grant is to improve the outcomes for care leavers.

4. Report

- 4.1 Following the Care Matters White Paper (2007), funding was made available from the Housing Capital Care Fund (DCSF) over a two year period (2009 to 2011) for a number of demonstration projects, focused on providing care leavers with good quality transitional accommodation and better access to housing support and other relevant services.
- 4.2 Local Authorities with innovative proposals to develop such transitional accommodation and facilities were encouraged to consider making an application to the Co-location fund. A joint bid was written for submission to the fund by the Head of Supporting People and the Service Manager for Leaving Care in conjunction with the Chief Executive of the Leicester YMCA. The bid had to be supported by a senior representative of relevant Children's Trust partners and endorsed by the Council.
- 4.3 The bid was aligned to research undertaken in 2006, commissioned by the Council's Supporting People Service to determine the housing-related support needs of vulnerable young people in Leicester. This was supported by further research into the requirements of young adults with very complex needs commissioned by the YMCA. The findings identified the need for a multi-agency approach in meeting the support needs of this high priority client group.

- 4.4 In addition, the Strategic Review of Housing Related Support Services to Homeless People in 2008/09 identified a need to re-configure existing supporting people services for care leavers and young people at risk, in order to develop services for those with high and complex and multiple needs.
- 4.5 The YMCA identified both need and demand for this project, commissioning a strategic property review in 2007. The findings showed the most viable option was to refurbish the existing Grade II Listed Building in East Street, reducing the current accommodation from 52 single bed units to 46 units, which includes 10 one-bedroom apartments.
- 4.6 The approach is also central to meeting PSA 16 commitments to Care Leavers and the enhanced service outcomes for this group. The bid was also developed to support the strategic priorities of the Leicester Children and Young People's Strategic Partnership (the 'Children's Trust') as detailed at Appendix A.
- 4.7 The project will create high quality multi-cultural living for young people who are socially disadvantaged. These young people will receive multi-agency support within a multi-faceted environment that includes a professional theatre, a recognised and endorsed customer service training programme (specifically for service users), sports and education within an organisation that sees supporting and empowering young people at its core.
- 4.8 This model offers a more cost effective way of meeting the needs of a small group of care leavers and other young people with complex needs. As children's research shows, currently these young people take up significant resources, but continue to achieve poor outcomes; the development of this project offers opportunities to model new ways of working with this group to secure more positive outcome
- 4.9 The value of the project is £4m. Of this, £2.64m will be funded by the Co-location Capital Grant which the Council has secured from the DCSF and by £1.36m that the YMCA has secured directly from the Homes and Communities Agency.
- 4.10 The bid proposed that the YMCA would manage the project and engage the necessary contractor to undertake the work. It was agreed that the Council would be a member of the Project Board for project management assurance.
- 4.11 The following provides an overview of the key milestones of the programme:

DCSF funding secured	May 2009
Planning consent	June 2009
Listed building consent	July 2009
Secure HCA funding	July 2009
Complete design	Sept 2009
Enabling contract	Oct 2009
Tender returns	Nov 2009
Start on site	Jan 2010
Completion	Mar 2011
Fit out and occupy	June 2011 to August 2011

- 4.12 The YMCA is managing the project in line with these milestones and officers from Children's Services and Adults and Communities have been keeping a watching brief over the programme. The project has also been included as part of the Council's Project Management Portfolio. A recent 'health' check has confirmed that the programme is being managed appropriately and has met the required milestones to date.
- 4.13 The YMCA has incurred expenditure in line with the key milestones and is seeking access to the Co-location funding through the City Council. Therefore, in order to release the funding the scheme needs to be added to the capital programme and a Funding Agreement completed.
- 4.14 The YMCA has requested that the £600,000 received from Partnerships for Schools by the Council in January 2010 be paid on account and in advance of the Funding Agreement being signed, to offset the expenditure already incurred. It is proposed to authorise the Strategic Director, Investing in our Children to make such a payment following the Cabinet meeting. This use of such funding by the YMCA would be subject to the terms and conditions proposed in the draft Funding Agreement.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications (Colin Sharpe - Head of Finance and Efficiency, Children's Services, ext. 29 7750)

- 5.1.1 The following information provides an overview of the cost of the programme and the funding arrangements

Development Costs	£	
Construction	2,675,230	
Fixtures and Fittings	626,015	
Fees	466,655	
VAT on construction	134,000)	Not recoverable from HMRC
VAT on fees	<u>98,100)</u>	
Total	4,000,000	

Funding	£	
Co-location fund	2,640,000	From the DCSF/PfS via Leicester City Council
HCA	1,360,000	Direct to YMCA from Homes & Communities Agency
Total	4,000,000	

- 5.1.2 As the project is being managed by the YMCA, the Council's main financial role is to receive the grant funding from Partnerships for Schools (on behalf of DCSF) and to pass it to the YMCA. However, the Council remains liable for compliance with the grant conditions and meeting the expected outcomes both during construction and into the future, and should a breach occur then the Council could be subject to claw back of all or part of the grant by the Secretary of State. If claw back were to occur then the Council would seek recovery from the YMCA, and would seek to provide for this

possibility in the Funding Agreement with the YMCA. The legal implications set out the Council's obligations in more detail.

5.1.3 The revenue implications are expected to be broadly cost-neutral for the Council. Funding from the Social Care and Safeguarding Division for existing bed spaces for care leavers at the YMCA would be transferred to the East Street project. Funding for Housing related users will be from Supporting People, which in 2010/11 has become part of the Area Based Grant and therefore subject to local commissioning priorities.

5.2 Legal Implications (Joanna Bunting- Head of Commercial & Property law ext 29 6450)

5.2.1 Although, this is not a formal 'accountable body' arrangement the City Council will be the grantee, but are discharging our purposes through a sub-grantee. However, there are a number of obligations arising from the grant. These are summarised as:

- The project must be complete by 31st August 2011. The Secretary of State could make the Council repay the grant if this condition is not met;
- The local authority must ensure that any expenditure incurred by partners is in accordance with the grant conditions and applicable financial and administrative guidelines;
- Any additional costs that arise must be met by the local authority and its partners;
- If the building were sold, the proceeds up to the value of the grant would have to be surrendered to the Secretary of State;
- If there were a change of use of the building, the grant would need to be repaid. The building must remain available for the delivery of the service;
- The Council must ensure that procurement of goods, services and works complies with the EU Procurement Directive, UK Procurement regulations. If necessary derogation should be sought from DCSF to cover contracts already let by the YMCA, as they are not a public body subject to EU procurement rules; and
- the Secretary of State has a general power to require the Council to repay the grant if the conditions and requirements of the funding agreement are not met.

5.2.2 Action required

- Conduct an audit of the management and governance arrangements;
- Conduct an audit of all financial transactions, including payments and procurement exercises;
- Draw up and enter into a funding agreement with the YMCA which, as far as possible, 'passes on' the obligations on the Council arising from the funding

agreement with PfS and secures by way of a legal charge the use of the building for the delivery of the service; and

- agree a mechanism to allow the YMCA to draw down funding. This will require YMCA to demonstrate that expenditure has been properly incurred in accordance with the grant conditions.

5.2.3 The draft Funding Agreement makes it clear that between YMCA and Council there is no entitlement for the YMCA to claim anymore than the maximum sum set out above as co-location funding. The draft agreement also steps down the claw back events and it is proposed to secure any indebtedness arising by way of a legal charge in the Council's favour over the East Street property. The draft also provides for a condition precedent - the satisfactory conclusion of an initial review. This could encompass a review of the cost estimate, the completeness and co-ordination of design and the robustness of the contract arrangements as to cost over-runs. The opportunity would therefore be there for the Council, before signing off the proposed pre-condition, to require further steps to manage this risk.

5.2.4 As a further means of reducing any financial risk, the Council will investigate the possibility of obtaining a performance guarantee from the head YMCA charity.

5.3 Corporate Parenting Implications (Andy Smith – Director, Social Care and Safeguarding ext 29 8306)

As corporate parents the City Council has a responsibility to improve the outcomes of children in care and those leaving care. The re-modelling and refurbishment of the Leicester YMCA will provide more suitable accommodation and targeted support to vulnerable young people, particularly those leaving the care system. The project will lead to improved outcomes across all key aspects of young people's lives and help them with the transition into adulthood. This project is a positive example of corporate parenting in action.

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	yes	Detailed throughout the report
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

7. Risk Assessment Matrix (Attached)

8. Background Papers – Local Government Act 1972

- 8.1 Care Matters - White Paper (2007)
Supporting People Review of Homeless Services 2008/09
YMCA research data (2008)
Supporting People research data 2006

9. Consultations

- 9.1 None

10. Report Authors

- 10.1 Tracie Rees - Director for Personalisation and Business Support
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- Andy Smith – Director for Social care and Safeguarding
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Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Appendix A

Strategic Priorities of the Leicester Children and Young People's Strategic Partnership Supported by the YMCA Remodeling and Refurbishment

- NI 117 16 to 18 year olds who are Not in Education and Employment (NEET) – by strengthening the accommodation and support available to care leavers and other vulnerable young people. This project will contribute to the work to reduce NEET that is currently being developed through the Raising Achievement Board and the NEET Action Forum.
- Contribute to an improvement in NI 147 (care leavers in suitable accommodation) and NI 148 (care leavers in Education, Employment or Training (EET)).
- NI 110 Young People's participation in positive activities – the range of resources and services available through this project offers considerable potential to increase young people's engagement in positive activities.
- NI 141/142 Vulnerable people supported to achieve and maintain independent living – the project offers a model that will enable young people to move from highly supported through to lower level support within the project, and on into independence with access to floating support services. This well structured and supported pathway will result in a higher number of vulnerable care leavers and young people achieving and maintaining independence.
- The project will contribute to relevant government priorities through PSA16 – the partnerships within the project will strengthen links between supported accommodation and access to EET, and will lead to better outcomes for young people (NI 147 and NI 148)

The project will contribute to improved outcomes for young people as follows:

- **Be Healthy**
 - Improved access to primary health services to support their health and development by ensuring that all young people are registered with a GP and a dentist
 - Improved access to appropriate information, advice and services to support their health and development, including emotional well-being, sexual health and substance misuse
 - Improved support for young people to take greater responsibility for making positive choices about their health and lifestyle, particularly in the areas of sexual health and substance misuse, through the provision of information, advice and guidance about health issues and accessing health services
- **Stay Safe**
 - Young people will maintain a feeling of security and stability as they make a planned, smooth and positive transition from care placements to independent living through the provision of good quality accommodation where they feel stable and secure
 - Young people will develop skills and resources to keep themselves safe including self-confidence and social skills to be better equipped to manage challenging situations.
 - Young people will have a greater feeling of safety and security through knowing that they have a "safety-net" and will be able to access accommodation in the

event of a crisis. This will include young people presenting as homeless under the Southwark judgement.

- **Enjoy and Achieve**

- Young people will be supported to access positive places to go and things to do, with an emphasis on engaging in inclusive leisure, recreational, cultural or faith related activities
- Young people will have opportunities and support to continue their personal, social and emotional development, and will be supported to achieve their personal goals, however small, and these achievements will be recognised and celebrated.

- **Make a Positive Contribution**

- Young people will be positively involved in planning for their own future and will have a clear understanding of the steps that are needed to achieve their objectives
- Young people will have opportunities to engage in activities that benefit others and the wider community
- Young people will be supported to engage in positive behaviours and to avoid the negative consequences of involvement in the criminal justice system

- **Achieve Economic well-being**

- Young people will be supported to remain in appropriate post-16 provision to maximise their opportunities to achieve qualifications in readiness for employment.
- Young people will have opportunities to engage in less formal education and learning opportunities such as pre-tenancy training programmes
- Young people will have access to money management advice that ensures that they can maintain at least a basic standard of living and avoid getting into debt.

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Site name:	Leicester YMCA
Scheme contents:	Remodelling of Accommodation

RISK	Item	RISK			CONSEQUENCE			RATING	ASSIGNED INITIALS	CURRENT STATUS	ACTION	
		HIGH / MED. / LOW	3	2	1	HIGH / MED. / LOW	3					2
Building Regs	Grade 2 listing		✓			✓		4	rgp Architect	List Building Consent Approval given	May need to re apply due to change of Conservation Officer (CO) and following further development of the works in relation to Building Control requirements	
	conditions			✓			✓	2	rgp Architect	Planning Permission Approval given	Conditions to be discharged. Dependant on CO	
	generally			✓			✓	2	rgp Architect	Generally building regs requirements are being considered and worked through with Salus Building Control	No further action at present	
	Fire Escape			✓			✓	2	rgp Architect	Means of escape have been agreed in principal with Salus.	DGA reviewing fire detection and smoke alarms throughout the building	
Party walls	Building Survey			✓			✓	2	rgp Architect	Further rooms been noted as missing on the drawing.	rg+p reviewing the whole building and liaising with survey company. Areas missed can be added and the issues mitigated.	
			✓			✓		4	PRP	PRP works still ongoing with regards to any structural support required off existing walls for bed decks.	PRP to confirm if building into existing walls to support bed decks is required. Also PRP to review below ground drainage to see if digging below adjoining foundations.	
Design/Structure	Extent of building area			✓			✓	3	rgp Architect / PM	Design team aware of areas. This needs to be taken onboard by contractor when appointed.	Discussion to be had with contractor when appointed and additional drawings issued to contractor for clarity.	
	Rear area / access			✓			✓	2	rgp Architect	Design of external balconies still in progress.	YMCA require robust structure that is low maintenance but needs 'WOW' factor.	
			✓				✓		4	rgp Architect	External materials still being reviewed.	Anti slip and robust required, but needs to give a welcoming / pleasant appearance.
	Unit Types & Sizes			✓			✓	2			YMCA Staff and ground floor retail unit staff will be continuing to use external yard area during the construction phases. Therefore Health and safety issues.	Contractors to review and manage when on site.
			✓			✓			5	rgp CDM-C		
	Unit Layouts			✓			✓	2			Client and HCA satisfied with proposed unit types and sizes. Mix of units satisfactory for intended requirements.	No further action at present.
			✓				✓		4	YMCA	Query over whether LCC will stipulate any design requirements that they feel need to be adhered to.	YMCA to discuss with LCC and to arrange a meeting with rg+p if required.
	Disabled access			✓			✓	2			Unit do not meet HQI standards. YMCA aware and satisfied.	
				✓			✓	2	YMCA	Client satisfied with proposed layouts.	No further action at present.	
				✓			✓	2	YMCA	YMCA recognised that building will not be fully wheelchair accessible.	YMCA will be arranging for all YMCA building to have a DDA audit. Results to be forwarded to all parties once report completed.	
			✓			✓	3	YMCA	Disabled access will be from East Street main reception with proposed new retractable disabled lift being installed during works.			
		✓				✓	2		Salus Building Control are satisfied with current proposals for disabled access and internal layout.			
			✓			✓	3	rgp Architect	YMCA request DDA compliance to be targeted for public areas only.			
Specification	BREEAM		✓				✓	4	DGA	Trying to achieve 'Very Good' rating, by way of Combined Heat & Power unit and individual metering.	Further investigations required by DGA but looking positive at present of achieving rating.	
	Sustainability			✓			✓	2	DGA	Being implemented where possible.	No further action at present.	
	Security		✓				✓	3	DGA	Review of overall building security now being taking into consideration. Security measures to protect staff, residents and shop units to be reviewed by YMCA.	YMCA carrying out own review and discussing with DGA over options available. Security budget to be reviewed and updated as required.	
Services	Existing services			✓			✓	2	DGA	Existing services have been surveyed for current loadings.	No further action at present.	
	New services			✓			✓	3	DGA	Design calculations required for proposed loads.	DGA are reviewing with Fulcrum. Additional works required to confirm likely expansion of the works and future proof new incoming services.	
Funding req's	HCA Funding			✓			✓	3	YMCA	Verbal approval given to YMCA.	Awaiting written approval following re-submission of bid.	
	HCA req's		✓				✓	4	YMCA	YMCA to go through IMS process	LCC have received some money but have not passed onto YMCA. Rg+p may be required to present to LCC.	
	DCSF req's								YMCA			
Other req's	generally											
	YMCA England		✓				✓	4	YMCA	May ask to build to 'Good Practice' standards.	Could use other agents.	
	LCC		✓			✓		5	YMCA	May have own requirements.	YMCA to liaise with LCC and report back to rg+p through Design Meetings.	
Occupied Building	generally											
	Existing tenants decanting		✓				✓	4	YMCA	2 properties properties are currently in negotiation.	YMCA to continue pursuing all possible locations.	
	Health & Safety			✓			✓	2	Contractor	General public and staff during construction works.	Contractors policy to be formulated to ensure safety of all.	
	Existing retail units				✓			✓	2	YMCA	Working with and around them to ensure no/little down time for them.	Risk of compensation claims if unable to trade.
					✓			✓	2	Contractor	Works to drains and electrics	Contractor may need to work out of hours.
	Occupied areas				✓			✓	2	YMCA	Building will be occupied by YMCA staff during works.	Lift to be locked off so does not stop on floors where works are taking place.
				✓			✓	3	YMCA	Theatre and youth groups	Noisy works could affect performances and therefore YMCA to provide timetable of events for contractor to take into consideration.	
Existing Building	Roof			✓			✓	2	PRP	Roof works have been identified as repairs only and not a full strip.	PRP to identify actual works required for main contract.	
	Asbestos			✓			✓	3	rgp PM	Level 3 asbestos report carried out on unoccupied areas.	Report to be concluded once decant complete. Asbestos has been identified but minimal cost to remove.	
	Bats		✓				✓	4	YMCA	Bats are not known to be in the building at present.	YMCA to decide if they want to appoint consultant to inspect the roof prior to roof works commencing. Could cause delays if bats found.	
Building Location	generally											
	Access		✓				✓	4	Contractor	Tight access as directly onto 2 main footpaths with limited rear access from East Street.	Contractors to manage deliveries and removal of waste as skips will be located on East Street.	
	Public areas			✓			✓	2	Contractor	Need to be maintained during the construction works.	Contractor to ensure that areas are usable at all times unless agreed with YMCA.	
	Highways			✓				✓	3	Contractor	Skip location on east Street.	Contractor to liaise with LCC highways as assumed acceptable to be located on East Street for limited times.
				✓			✓	2	Contractor	Parking of Contractors vehicles.	Contractor to liaise with LCC highways to apply for parking permits.	
Market Conditions	generally											
	Contractor insolvency			✓			✓	3	rgp QS	Enabling Works Contractor.	Performance Bond required. Cashflow to be requested from appointed contractor.	
				✓			✓	3	rgp PM	Main Contractor.	Performance Bond required in contract. YMCA to carry out credit checks and Dunn & Bradstreet reports. Accounts to be requested from contractor.	
	Contractor performance											
	Quality			✓			✓	2	YMCA	BC to check quality of workmanship during enabling works contract.	YMCA to consider appointing Clerk of Works to oversee main building contract.	
Consultant performance / insolvency												
Costs	generally											
	Cost changes			✓			✓	2	rgp QS	Budgets to be updated as design proceeds.	Comparison to identify where changes made.	
	Contingency			✓			✓	2	rgp QS	Suitable contingency to allowed within budget.	Contingency to be included in contract documents.	
	Inflation / deflation			✓			✓	2	rgp QS	Inflation during main contract works.	Contractors may request additional costs if inflation increases.	
	VAT		✓				✓	3	YMCA	VAT rating for building.	YMCA to appoint VAT Consultant to ensure least VAT is payable.	
Programme	generally											
	Programme			✓			✓	3	rgp PM	Currently 1 month behind programme.	Over lapping of works may occur.	

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FORWARD TIMETABLE OF CONSULTATION AND MEETINGS

Overview & Scrutiny Committee
Full Cabinet
Full Council

15 April 2010
19 April 2010
June 2010

Youth Justice Planning Framework 2010/11

Report by Head of the Youth Offending Service

1. Purpose of the Report

- 1.1 The report provides a summary and overview of the 2010/11 Youth Justice Performance Improvement Framework (YJPIF) submitted to the Youth Justice Board (YJB) by the Youth Offending Service (YOS) as a requirement of the Crime and Disorder Act (1998).
- 1.2 The YJPIF serves a number of functions:
- Provides the strategic context for youth justice partnership working
 - Delivers a capacity and capability self assessment of Leicester YOS
 - Considers whether resources provide value for money
 - Identifies risks to future delivery and associated action plans

2. Summary

- 2.1 The YJPIF identifies YOS partnership performance with the aim of improving outcomes for young people who commit crime and members of the community who are the victims of crime. YOS partnership activity is measured through its contribution to the following strategic objectives:
- Preventing offending by young people
 - Reducing re-offending by young people
 - Ensuring safe and effective use of custody
 - Increasing victim and public confidence
- 2.2 The YJPIF places YOS partnership activity in the context of One Leicester strategic priorities of Investing in our Children and Creating Thriving Safe Communities. Partnership activity to prevent young people offending and reduce re-offending also contributes to a range of CAA priorities to reduce overall crime in Leicester whilst narrowing the gap and improving wellbeing and attainment for children and young people. The work of the service also contributes towards promoting community cohesion by offering young people opportunities to make positive contributions to their local communities.

- 2.3 Preventing young people from becoming involved in crime and anti social behaviour and reducing the impact of crime on victims, families and communities requires strong local partnership working. The YJPIF identifies how YOS partnership activity and resources contribute towards a range of partnership strategies aimed at improving these outcomes.
- 2.4 The most recent YOS inspection led by HM Inspectorate of Probation in 2008 provided the YOS with six good judgements and two adequate judgements in work with parents and with victims of crime. Following implementation of a multi agency action plan the local YOS partnership rating was revised by the YJB in 2009 and is currently rated as excellent with outstanding prospects for future improvement.
- 2.5 The current capacity and capability self assessment identifies the YOS partnership as excellent in some areas and good in other areas with a capacity to continue to improve in areas of managing safeguarding, ensuring the effective use of custody for young people and continuing to improve public confidence in the criminal justice system.
- 2.6 YOS performance across six national indicators is above the most similar YOS family in five key areas including reducing first time entrants to the criminal justice system, preventing youth re-offending and increasing engagement in education, training and employment. The YOS performs 1% below the national average for reducing the numbers of young people in custody.
- 2.7 A more detailed strategic needs assessment should be completed in relation to youth crime activity prior to a full YOS organisational review of services across the partnership aligned to the reconfiguration of Youth Support Services for all 13-19 year olds. This function will support service efficiency and improvement plans for both targeted and universal support services and support delivery of the YOS partnership improvement plan.

3. Recommendations

- 3.1 Cabinet and Council are asked to note and approve the following YJPIF elements:
 - Youth Justice Strategic Plan 2010/11
 - Capacity & Capability Self Assessment & Performance Overview
 - YOS Partnership Improvement Plan & Organisational Review

4. Financial Implications Ravi Lakhani (Accountancy x 29 8806)

- 4.1 The YOS partnership is funded through a combination of direct grant from the Youth Justice Board (YJB), associated government grants aimed at preventing youth crime, and statutory partnership funding from Council, Police, Probation Service Trust and Health Primary Care Trust.
- 4.2 Financial and in kind contributions for 2010/11 have been agreed with central government YJB and local strategic partners at 2009/10 levels without inflation. The funding split is as follows:

	£	%
Pooled Budget	690,200	20
Grants	2,135,000	62
Direct LCC Budget	635,500	18
Total	3,460,700	100

4.3 As a result of over 60% of funding coming from Central Government grants there is a real risk that front line service delivery may be affected as it is widely anticipated that there will be a reduction in grant funding from Central Government from 2011/12. The anticipated service/staffing review will help to ensure that statutory service provision is maintained and improved whilst delivering more integrated prevention services.

4.4 Legal Implications

Beena Adatia Senior Solicitor (ext 29 6378)

This report is to provide a summary and overview of the 2010/2011 Youth Justice Performance and Improvement Framework (YJPIF) submitted to the Youth Justice Board and recommends Cabinet and Council to approve certain elements of the YJPIF as described in paragraph 3. Accordingly there are no specific legal implications. In general terms the Council has statutory obligations and duties in relation to crime reduction and equalities including those relating to the work of the YOS, crime reduction and equalities within the Crime and Disorder Act 1998 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. Officers have identified that governance, planning and funding arrangements are contained in 'Sustaining the Success' guidance that will be reviewed nationally by YJB in 2010 in parallel to the planned local organisational review. In addition, under the Council's Constitution, the Crime and Disorder Reduction Strategy and Youth Justice Strategy is a matter reserved to full Council.

5. Equality and Diversity

5.1 The YJPIF requires YOS to consider equality and diversity issues both in relation to workforce development issues and service provision. A full Equality Impact Assessment of the YJPIF has been completed with support from the Equalities Unit and with the involvement of stakeholders, including statutory partners, service users and voluntary sector providers.

6. Report Author/Officer to contact:

David Thrussell
Head of Service
Youth Offending Service
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david.thrussell@leicester.gov.uk

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Overview & Scrutiny Committee
Full Cabinet
Full Council

15 April 2010
19 April 2010
June 2010

Youth Justice Planning Framework 2010/11

SUPPORTING INFORMATION

1. Background

The Youth Justice Planning Improvement Framework 2010/11

- 1.1 The Youth Justice Planning Improvement Framework (YJPIF) replaces the annual Youth Justice Plan submitted to the Youth Justice Board (YJB) by the Youth Offending Service (YOS) as a requirement of the Crime & Disorder Act 1998. Revised YJB guidance proposes that YOS should submit their strategic plan in line with their own local authority strategic planning processes and timescales using their local authority business planning templates.
- 1.2 The YJPIF includes a range of elements that work together to improve YOS practice and performance. As part of the framework, the local Partnership is required to submit an annual Youth Justice Strategic Plan and a Capacity and Capability self-assessment. Locally the partnership has agreed to complete the annual review of the strategic plan at the same time as the capacity and capability self assessment linked to a strategic needs assessment. Both processes will then inform the action plan to address any risks to future delivery.
- 1.3 The YJPIF must be signed off by all statutory partners and the YJB will feedback any additional risks identified into their quarterly risk profiling activity. The Plan will not be scored as part of the annual overall YOS partnership performance judgement.
- 1.4 The YOS partnership are required to provide evidence of effective delivery of services against nine capacity and capability outcome areas each of which have a number of critical activities. Each outcome area must be assigned a self assessment score from 1 (below minimum requirements) to 4 (consistently above minimum requirements). The provisional scores contained in this report will then be subject to external validation by the YJB.

- 1.5 An overall YOS judgement score will be provided by the YJB based on capacity and capability scores and equal weighting to performance outcomes against six national indicators, to provide YOS contribution to CAA process.

2.0 YOS Strategic Plan 2010/11

- 2.1 The YOS Strategic Plan is divided into four areas that set the context for partnership activity to prevent offending and reduce re-offending by young people:

Structure and Governance

- 2.2 The YOS is located within the Safer and Stronger Communities Division of the Local Authority who hold statutory responsibility for the delivery of services. Governance arrangements are overseen by a multi agency Young Offender Management Board (YOMB) chaired by the Strategic Director for Children and there is appropriate senior officer level representation from statutory partners.
- 2.3 Preventing offending and reducing reoffending by young people supports the strategic One Leicester priorities of Investing in Our Children and Creating Thriving Safe Communities. The YOS Manager is a member of the Investing in Children Priority Board, Leicester Children's Trust Board and Integrated Services Programme Board. This arrangement ensures YOS outcomes are supporting cross cutting strategic priorities being delivered through the Children and Young People's Plan and that duties to prevent offending under the Children Act 1989 and Children Act 2004 are appropriately discharged.
- 2.4 Responsibility for YOS within the City Council is overseen by the Service Director for Safer and Stronger Communities. This arrangement supports integrated working across DAAT and Community Safety functions in relation to young people who are offending or at risk of offending. The structural arrangements allow for a more integrated approach to tackling anti social behaviour and youth crime that will be further extended as neighbourhood working is developed across the partnership.
- 2.5 The YOS Manager is a member of the Safer Leicester Partnership Board (SLP) chaired by the Strategic Director for Adults and Communities. SLP priorities are reflected and supported by local YOS partnership activities in relation to preventing and reducing re-offending, reducing alcohol and substance misuse by young people and reducing nuisance youth and anti social behaviour.
- 2.6 The YOMB receives quarterly performance management reports identifying performance trends against six key national indicators with action plans to monitor and address performance issues where required. Reducing re-offending by young people (NI 19) is an LAA priority and performance is reported and monitored through both Leicester Children's Trust Board and Safer Leicester Partnership Board.
- 2.7 Local governance arrangements are compliant with national guidance contained in Establishing Youth Offending Teams 'Sustaining the Success' (2004). The local partnership is seen as a model of good leadership and governance and has been invited by the YJB to contribute to a 2010 revision of the YOT national framework guidance.

Partnership arrangements

- 2.8 Partnership activity to prevent young people offending and reduce re-offending contributes to a range of CAA priorities to reduce overall crime in Leicester whilst narrowing the gap, improving wellbeing and increasing attainment for children and young people. Working with young people to prevent offending and reoffending, the partnership has made significant progress in tackling school non-attendance by young offenders and supporting pupils to return to formal education. Family support and guidance is also provided to reintegrate young people into school and their local communities.
- 2.9 The YOS is fully integrated into local partnership planning arrangements for both children and young people and criminal justice strategic priorities. Preventing offending activities support all five Every Child Matters delivery theme groups that coordinate delivery of the Children and Young People's Plan. The YOS has also contributed towards the strategic needs assessment for children and young people in relation to staying safe and making a positive contribution.
- 2.10 Preventing offending and reducing re-offending by young people is an important element of Safer Leicester Partnership priorities to reduce overall crime. YOS priorities are part of the thematic delivery groups for stronger neighbourhoods, reducing overall crime, reducing re-offending and alcohol and substance misuse. The YOS Manager is a member of the SLP Board and the partnership has provided additional resources for 2010/11 to support victims of youth crime, integrated offender management and activities to prevent young people from being involved in violent crime and gangs.
- 2.11 Partnership arrangements to reduce re-offending are being delivered through a sub regional Reducing Re-offending Board chaired by the Probation Trust. This arrangement formalises joint working between YOS, Probation and Police and partners and allows for a more seamless service to manage known offenders and take enforcement action where intelligence suggests there is a risk of further offending. Integrated offender management is complimented by established wrap around services provided for persistent young offenders through Intensive Supervision and Surveillance (ISS) and Independent Resettlement Services (IRS).
- 2.12 Reducing re-offending is a priority of the sub regional Leicester, Leicestershire and Rutland Local Criminal Justice Board (LCJB) who monitor both reducing first time entrants (NI 111) and reducing re-offending by young people (NI 19) as part of a contribution to shared PSA 24 priorities of increasing efficiency and effectiveness and public confidence in the criminal justice system. The LCJB is chaired by the Chief Prosecutor for Leicestershire and Rutland and the YOS Manager is LCJB vice chair. The City Council hosted a meeting of the LCJB in 2008 with support from the Chief Executive and Lead Member for Health and Communities that provided an opportunity to promote contributions of One Leicester to shared strategic priorities of preventing offending and improving public confidence.

- 2.13 Partnership work to prevent offending by young people is overseen by a multi agency youth crime prevention steering group chaired by the YOS Manager. Core to this work is the provision of voluntary and statutory support services to parents and carers. Youth crime prevention activity programmes for young people aged 8-13 years continue to operate in areas of the city with the highest rates of youth crime linked to integrated locality based working and funded through Children's Services Area Based Grant.
- 2.14 Leicester is a Youth Crime Action Plan priority area and additional funding from the DCSF has supported a range of partnership work to address youth crime and anti social behaviour including After School Patrols, Operation Stay Safe, an increase of unpaid community reparation work by known offenders at weekends and street based youth work to prevent anti social behaviour.
- 2.15 The development of more integrated youth support services for 13-19 years has provided the local partnership opportunities to work together to provide more targeted youth support for young people deemed vulnerable and at risk of involvement in youth crime. Additional investment and re-profiling of existing resources has allowed additional youth support activities on Friday evenings and weekends in areas with higher rates of youth crime.
- 2.16 A more integrated partnership approach to working with vulnerable young people is being piloted in North West Leicester linked to the roll out of 13-19 integrated youth hubs. The pilot aims to provide earlier identification and support to young people who are first time entrants, not in education training or employment, at risk of substance misuse and / or under age conception. The pilot supports PSA 14 and seeks to ensure that these young people once identified are provided information and guidance to engage in more positive activities as a 'pathway to success.' This work is being monitored through the Integrated Services Programme Board for Children and Young People. Support services to young people to prevent offending and reoffending will continue to be re-profiled to improve accessibility of services at a local neighbourhood level as part of the wider agenda for providing more integrated targeted and universal services for 13-19 year olds.
- 2.17 Responses to nuisance youth and anti social behaviour is coordinated by the Local Authority Anti Social Behaviour Unit (LASBU) in partnership with YOS, Police, Housing and other partners. Additional resources to work with young people at risk or involved in anti social behaviour is supported through a DCSF funded Challenge and Support Project. The partnership delivers a tiered response to youth anti social behaviour based on risk assessments and interventions ranging from voluntary support and advice through to legally enforceable orders.
- 2.18 YOS partnership working has supported the implementation of the scaled approach to assessing risk and vulnerability of young people who offend. This approach ensures that additional resources are targeted on the relatively small number of young people who are responsible for the majority of youth crime. Partnership working in this area has been strengthened through a multi agency Deter strategy for an Intensive Group of young offenders assessed as the greatest risk of offending.
- 2.19 The important role of the voluntary sector in partnership working with local communities to prevent crime and reduce risk of offending is recognised through the delivery of neighbourhood based crime prevention programmes,

housing and accommodation support, targeted youth and arts support work and the Prevent youth programme activities that are all delivered by third sector organisations.

- 2.20 The partnership has supported the development of an intensive Family Intervention Project (FIP) for families of Prolific and Priority Offenders (PPO) and Deter Young Offenders (DYO) with a view to providing wrap around services in a whole family approach to preventing offending. The FIP is an intensive family intervention model involving Police, Probation, YOS and Health services with family support services delivered holistically. This approach is aimed at supporting further reductions in re-offending locally.

Resourcing and value for money

- 2.21 The YOS has aligned resources over recent years to ensure that the most intensive support and supervision is targeted at the small group of young people who present the greatest risk of repeat offending, whilst maintaining a focus on prevention of youth crime through integrated youth support services.
- 2.22 The YOS is funded through a combination of direct government grants from the YJB specifically allocated to prevent youth crime, financial and in kind contributions from statutory partners including Police, Probation Trust and Health (PCT), and cash contribution from the City Council. The total YOS budget is approximately £4m of which approximately £925,000 is funding from the City Council. Efficiency savings from the Council contribution to YOS have been identified as £50,000 for 2012/13 and these savings will be met from managed vacancies in the administration function to minimise impact on frontline service delivery.
- 2.23 There is no national formula for YOS resourcing so it is not possible to compare local YOS funding arrangements with most similar comparator family group at the present time. The YOMB are provided with quarterly financial monitoring reports and financial reporting has been developed to show contributions in kind as well as cash contributions.
- 2.24 The YJB has indicated that it will develop a formula for determining unit costs throughout the youth justice system to support local bench marking exercises. This work will support ongoing plans to provide further transparency to the 2011/12 partnership budgeting process.
- 2.25 The YOS makes significant use of volunteers to provide mentoring and advice support to young people at risk of offending. The City Council provides paid time off work for staff to act as volunteer Panel Members to support young people sentenced to Referral Orders who appear in the Youth Court for the first time. Volunteers provide an important resource and link to local communities, facilitating meetings between victims and offenders and improving public confidence in responses to youth crime.
- 2.26 The partnership plans to use the opportunity provided by the introduction of the new Youth Rehabilitation Order (YRO) and scaled approach to review deployment of existing resources and to ensure appropriate targeting to meet priority needs. It is proposed that a full YOS organisational review is led by the YOS Manager involving stakeholder consultation to improve organisational efficiency and effectiveness and appropriately align resources to deliver best value for money. This review will coincide with a planned

organisational review of 13-19 youth support services and will provide an opportunity for a more integrated service response to targeted youth support.

- 2.27 The development of neighbourhood working through both the Integrated Service Hubs (ISH) for Children and Young People and Adults & Communities will provide further opportunities for YOS to review its deployment into more locality based services. This will support delivery of more visible and efficient partnership working building on the success achieved with reducing first time entrants.

Risks to future delivery

- 2.28 The significant reliance of YOS on YJB fixed term grant funding streams to March 2011 will provide a degree of risk and financial uncertainty in the coming year. Contingency plans will be put in place supported by the planned organisational review to ensure statutory services are funded beyond 2011 from existing base budget funding in the event of any reduced or terminated grant allocations for 2011/12.
- 2.29 The local partnership has sought to increase the proportion of YOS budget allocated to prevention activity over recent years as a more efficient and cost effective use of resources over the longer term. This strategy may come under pressure if partners core funding and contributions to YOS are reduced from 2011/12 with a focus on statutory rather than voluntary prevention services.
- 2.30 The majority of youth crime prevention programme activity is grant funded until March 2011 with a significant element of provision from the voluntary sector including Crime prevention programmes, Family Intervention Projects and Youth Crime Action Plan programmes. Project providers will need to be supported with sustainability support and guidance to ensure that they are contributing towards partnership priorities for 2011/12.

3.0 YOS Capacity & Capability Self Assessment

- 3.1 The Capacity and Capability self assessment is divided into commentary on YOS performance against six key national indicators and a self assessment against nine critical activity areas that support preventing offending and reducing re-offending by young people.
- 3.2 The **overall YOS performance is strong** both in relation to most similar family areas and both regional and national performance. Significant achievements have been sustained in recent years in reducing the numbers of first time entrants into the youth justice system, increasing the numbers of young people known to YOS into education, training and employment and preventing re-offending as measured through a tracked cohort of known young offenders. By ensuring resources are provided more efficiently through partnership working, the YOS has been able to deliver ongoing improvements and access to universal services whilst targeting specialist services at the small group of young people who present the highest risk of offending.

3.3 Full performance is summarised as follows:

	NI 19	NI 43	NI 45	NI 46	NI 111
Direction of travel					
Sample/cohort size	333 & 266	967 & 844	511 & 458	630 & 494	
2007/08 NI performance	2.35 (2005)	5.7%	71.0%	95.0%	2172.94
2008/09 NI performance	1.18	7.8%	76.0%	97.4%	1336.62
% point diff.	-49.8%	+36.8%	+7.0%	+2.5%	-38%
Significant? (yes/no)	Yes	Yes	Yes	No	Yes
Assessment	Improving	Declining	Improving	Static	Improving
Score	4	0	2	1	4
Family comparator					
Sample/cohort size					
2008/09 YOT NI score	1.18	7.8%	76.0%	97.4%	1336.62
2008/09 Family NI score	1.22	8.0%	67.6%	95.9%	1992.65
% point diff.	-3.3%	-2.5%	+12.4%	+1.6%	-32.9%
Significant? (yes/no)	Yes	Yes	Yes	No	Yes
Assessment	Better	Worse	Worse	Close	Better
Score	4	0	0	1	4
Overall score	20				
National Indicator performance judgement	Performing well against National Indicators (score of 18-23)				

3.4 The initial YOS performance judgement combines direction of travel of national indicator performance with comparison to most similar family is **performing well against national indicators**. This judgement is subject to external validation by the YJB.

3.5 The local partnership must assign a score to each critical YOS activity areas on a scale of zero for poor to three for excellent.

- Assessment, planning, interventions and supervision (APIS)
- Resourcing and Workforce Development
- Access to universal and specialist services
- Reducing in First-time entrants to the youth justice system
- Reducing Reoffending
- Reducing the use of custody
- Risk of serious harm
- Safeguarding
- Victim and public confidence

Assessment, planning, interventions and supervision (APIS)

- 3.6 Robust high quality assessment processes that provide timely and accurate assessment of needs, taking into account both safeguarding and public protection issues, are essential to the delivery of effective YOS supervision and support for young people who commit crime.
- 3.7 The YOS continues to invest in staff training and development in core assessment skills, supported through a quality assurance framework overseen by the YOS Performance Manager. A regional peer scrutiny exercise of assessments on risk of custody cases led by the YJB in 2008, showed Leicester YOS with the highest level of good and excellent rated assessments across the East Midlands.
- 3.8 The YOS has an APIS Improvement Plan to ensure any ongoing staff training needs are identified and met in relation to core assessments skills and this will continue to be monitored by the YOS Service & Performance Manager with an annual report to the partnership through the YOMB. Further work will need to be undertaken locally in 2010/11 linked to national developments to ensure YOS assessment processes are more fully integrated into the CAF framework for vulnerable children and young people.
- 3.9 A priority area for YOS activity in 2010/11 will be to gain a better understanding of the needs of young people who are offending to inform the future joint strategic needs assessment and planned YOS organisational review. This activity will be linked to a national re-evaluation of the 'What Works' agenda in relation to targeted support programmes for young people who are offending or at risk of involvement in crime and anti social behaviour.

Resourcing and Workforce Development

- 3.10 The YOS is well resourced by the local partnership and has a highly skilled, motivated and trained workforce as acknowledged by HMIP Inspector 2008. There are a wide range of programmes available to support parents and young people who are involved in crime and anti social behaviour enhanced by services for victims and communities who are impacted by youth crime. Specialist programmes are provided both internally and in partnership with statutory services including Health, Probation, Police, Connexions, DAAT, Children and Young People Services, and the voluntary sector.
- 3.11 A number of existing services are funded through aligned budget arrangements, including drug and alcohol services for young people, accommodation support services and positive activities for young people. Further opportunities for pooling or aligning budgets to provide targeted youth support will be explored as part of the planned organisational reviews of both YOS and 13-19 Integrated Youth Support Services.
- 3.12 A significant amount (61%) of YOS activity is supported through ring fenced grants from central government in relation to youth crime prevention and working with repeat high risk offenders. Any reduction in grant funding streams beyond March 2011 is likely to have a significant impact on service delivery and arrangements will need to be in place through a service risk management plan to ensure ongoing provision of statutory duties in relation to supervision of known offenders.

- 3.13 The YOS has a highly diverse workforce and is representative of the many local communities that it serves across Leicester. There are a large number of trained volunteers who support the paid staff through activities including mentoring, youth advocacy, practical guidance and support and Community Panel Meetings bringing together victims and young offenders. Work with volunteers provides an important outreach function for YOS into local communities, supporting active citizenship whilst promoting confidence in the criminal justice system.
- 3.14 Leicester YOS has amongst the highest ratio of staff having completed the Professional Certificate in Effective Practice (PCEP) for Youth Justice practitioners and has promoted ongoing interactive modular learning supported through the Open University. Staff seconded to YOS receive ongoing training and support from their parent agencies whilst YOS staff are linked into Council corporate induction and training linked to supervision.
- 3.15 There is a specific focus on diversity needs training and dis- proportionality issues in relation to young people in the criminal justice system. The YOS maintains a highly regarded black cases forum that provides peer scrutiny for YOS staff presenting reports and assessments on black and minority young people and any identified training needs are fed back into the service plan.
- 3.16 A number of YOS staff have been supported in fixed term secondments out of the service to promote learning and good practice across agencies in working with vulnerable children and young people. This has included secondments linked to Children and Young Peoples Service to promote CAF integration, Adults and Communities to revise the anti social behaviour strategy, County YOS to support offender management coordination and YJB to support the Prevent agenda. These cross service secondments indicate the strength and diversity of skills of the YOS workforce. The YOS will continue to be integrated into the One Leicester, Children's Workforce Development and Criminal Justice Workforce Development strategies.
- 3.17 The YOS workforce training strategy will continue to focus on safeguarding and public protection linked to robust core assessment skills in relation to managing vulnerability and risk of serious harm. These elements are vital to public confidence in the criminal justice service and will be central themes of the HMIP YOS Core Case Inspection that will take place between 2010/12, providing evidence towards future CAA judgements.

Access to universal and specialist services

- 3.18 In order to ensure continued success in both preventing crime and reducing re-offending, it is important that the YOS partnership maintains a balance between access and provision of universal services for all young people at risk of offending and more specialist targeted support and intervention.
- 3.19 Access to universal services including education, training and employment, youth support services, parenting support services, health and social care are traditionally met through referral by YOS staff to mainstream support services. The development of locality based integrated children's service hubs linked to the Common Assessment Framework (CAF) has provided an opportunity for better and earlier identification of young people at risk of involvement in crime or those who are first time entrants. Opportunities for

further joint working at a neighbourhood level to deliver more effective and efficient service delivery will be identified through review of 13-19 services.

- 3.20 The partnership supports a range of specialist services to address more complex needs in relation to young people in the criminal system including specialist CAMHS services provided by CPN staff seconded to YOS, Substance Misuse workers supported through DAAT, a specialist Accommodation Officer seconded from Housing, Connexions Service Personal Advisors and specialist Education and support staff including Education Welfare and Educational Psychology services. Reducing the numbers of young people not in education, employment and training (NEET) remains a partnership priority. Additional resources secured from the Working Neighbourhoods Fund (WNF) will provide dedicated mentoring support and pre-entry into employment training for young people leaving prison custody and those young people most at risk of repeat offending.
- 3.21 Prioritisation of partnership working to reduce LAC and Offending by YOS with CYPS, CPS and Police has led to a sustained fall in the ratio of LAC known to YOS who are offending. During 2003/04 a LAC young person was 6.2 times more likely to be an offender than for all young people. LAC offending has reduced consistently over several years, and for 2008/09 a LAC young person was only 1.1 times more likely to be an offender. The YOS now has one of the lowest rates for LAC offending in the country
- 3.22 YOS are in the process of reviewing existing joint service agreements with statutory partners to ensure provision reflects joint service priorities, identifies best practice in relation to improved outcomes for young people and delivers best value through efficiency and effectiveness.

Reducing in First-time entrants to the youth justice system

- 3.23 A key component of the YOS strategy is to prevent young people from offending and when they do offend provide a timely and proportionate response reflecting both the seriousness of the offence and the views of the victim. The local partnership has supported a highly effective scheme for young people who are involved in minor criminal damage, theft, minor assault or anti social behaviour for the first time. The local scheme is known as Restorative Justice in Neighbourhoods (RAIN) and is delivered by the Police where there is victim consent and parental support.
- 3.24 Through adopting a more restorative approach to managing first time young offenders the partnership has secured a significant reduction (35 %) in the numbers of young people entering the criminal justice system in 2008-9 compared to 2007-8 through the courts. Initial research commissioned by Leicestershire Constabulary has indicated improved rates of both victim satisfaction and reduced re-offending rates for young people subject to the restorative approach. The LCJB partnership will continue to monitor impact of the scheme as part of a wider review of non court disposals being overseen by the Home Office in 2010.
- 3.25 Restorative approaches in neighbourhoods provide an opportunity for increased partnership working at a local community level supporting Council and neighbourhood policing priorities. The Police are working in partnership with other services to ensure first time entrants are appropriately signposted to additional youth support services and where appropriate linked to

integrated service hubs if a Common Assessment Framework is required to identify and support ongoing needs.

- 3.26 The partnership supports funding for dedicated youth crime prevention projects in three neighbourhoods with amongst the highest rates of reported youth crime across the City. These projects work with 8-12 year olds in close collaboration with schools and youth support agencies to identify risk and protective factors to promoting school inclusion, positive activities and strengthening families. The programmes are funded through the Children's Service's Area Based Grant until March 2011 and full outcome analysis will be completed in 2010 as part of the joint strategic needs assessment.
- 3.27 Leicester City is a Youth Crime Action Plan priority area and has delivered a range of activities supported with grant funding through DCSF to prevent young people becoming involved in crime. Notable activities in the first full year of the programme includes joint night time operations to target areas with reported nuisance youth and anti social behaviour through Operation Stay Safe, increased positive activities for young people, particularly on a Friday and Saturday night, extended youth centre opening hours, a summer alcohol education campaign to address underage drinking, and increased After School Patrols at locations with increased youth on youth crime.
- 3.28 The Leicester Youth Crime Action Plan strategy has received regional and national government recognition since its launch in 2008/9. A full impact and outcome analysis will be undertaken in 2010 linked to the organisational review of YOS and 13-19 targeted support services to address sustainability of services beyond 2011. Additional resources to tackle youth anti social behaviour have been provided by the Safer Leicester Partnership for 2010/11 and will also need to be reviewed as part of the Challenge & Support Project.

Reducing Reoffending

- 3.29 The YOS has achieved a significant reduction (49 %) in the reducing the rate of offending measured against a cohort of known young offenders identified and tracked over a twelve month period. Re-offending rates are monitored on a quarterly basis with reports to the partnership through YOMB.
- 3.30 There are a range of partnership resources to manage and support high risk and repeat offenders who are living either in the community or placed in custody. Although overall numbers of young people who are Prolific and Priority Offenders (PPO) are relatively low, they are responsible for a disproportionate amount of overall crime.
- 3.31 The local partnership has worked to further improve existing monitoring, supervision and surveillance arrangements for high risk repeat offenders through the launch of the Deter Young Offender (DYO) strategy. This multi agency strategy is supported by all criminal justice partners and provides additional resources to both monitor and track high risk repeat offenders focussing on timeliness of response from arrest to sentence and targeted activities with an intensive group to reduce re-offending.
- 3.32 The YOS has instigated a high risk case management panel to consider incoming intelligence based on known risk and vulnerability factors for repeat offenders. Officer capacity has been extended through the Safer Leicester Partnership to provide funding for an additional Offender Management

Coordinator Post and this will link into existing arrangements for Local Offender Management Panels (LOMP) chaired by the Police.

- 3.33 A Family Intervention Project (FIP) for families of known Prolific and Priority Offenders has been commissioned with a grant from the DCSF as part of the Youth Crime Action Plan. The Project provides intensive wrap around services for the up to ten of the highest risk families with the intention of breaking the cycle of offending and providing a whole family approach to support. The project was commissioned in 2009 and a full impact analysis will be completed as part of the full review of YCAP funded activity.
- 3.34 Robust arrangements are in place for the management of young offenders in the community with clear guidance on acceptable and unacceptable absence and behaviour. There are clear protocols in place with HM Crown Prosecution and Courts Service in relation to enforcement activity where there is wilful non compliance or repeat offending. Although rates of custody are relatively low a significant proportion of custody cases for young people arise from enforcement action taken by the YOS through the Courts following non cooperation with community based sentences or further re-offending. Further analysis of court reports will be undertaken by the YOS Performance Manager to ensure all community enforcement options are fully utilised.

Reducing the use of custody

- 3.35 Locally the ratio of young people receiving custodial sentences is 1% above the regional and family group average. This is likely to be in part due to the success of the first time entrant's scheme reducing the numbers of young people appearing in court for the first time for minor offences. As a result of the impact of more restorative approaches to minor offences numbers of young people appearing in court have reduced and the ratio of more serious offences that might attract a custodial sentence has increased.
- 3.36 The total number of young people receiving a custodial sentence remains relatively small and analysis suggests that custodial sentencing is being reserved for the most serious and repeat prolific offenders who pose the most risk to the community. The YOS has established a custody case panel to provide peer scrutiny of all cases where a young person is at risk of custody prior to sentence. Analysis of custody rates will continue to be monitored on a quarterly basis and reported to the partnership through YOMB.
- 3.37 Analysis of custody data for 2008/09 suggests that the most common age for young people receiving custodial sentences is 16/17 years old, most custodial sentences are made on white males and that black and minority ethnic young people are not disproportionately over represented. Over half of all custodial sentences (58%) are for short orders of up to four months, and the majority (73%) were given due to the seriousness and frequency of offending rather than for non compliance with community orders.
- 3.38 A comprehensive range of accommodation and bail support services are available to the courts to prevent young people being remanded into custody prior to sentencing and to support young people subject to community orders. The current YOS Accommodation Officer post is vacant due to secondment and will need to be replaced. There has been a loss of remand foster carers in recent years following retirements and replacement carers have proved

difficult to recruit. A review of existing Remand fostering and accommodation arrangements will need to be included in the YOS full organisational review.

- 3.39 The YOS manages a comprehensive sub regional Intensive Supervision and Surveillance (ISS) scheme on behalf of both Leicester & Leicestershire YOS. The scheme provides robust individual community supervision programmes as an alternative to custody for high risk and repeat offenders and is well regarded both locally and nationally. The Leicester ISS scheme has higher than national average completion rates and has received National recognition for its work with young people.
- 3.40 Resettlement services for young people returning to the community from custody are provided by a dedicated Independent Resettlement Service (IRS) that includes accommodation support and alcohol and substance misuse advice. The service has recently relocated to the Watershed Young Peoples Centre to provide a more integrated provision linked to community based 13-19 services. Additional resources secured through the Working Neighbourhood Fund (WNF) will support the provision of dedicated mentors to support young people leaving custody into training and employment. Impact and outcomes from this scheme will form part of the organisational review prior to the planned opening of Glen Parva YOI extension in 2012.

Risk of Harm

- 3.41 The YOS is responsible for identifying where young people present a serious risk of harm to either themselves or others through their offending behaviour. Risk management procedures are robust and overseen by line managers through supervision of frontline staff reporting to the Service Manager.
- 3.42 The introduction of the scaled approach to assessment in November 2009 will provide the YOS with more detailed understanding of the needs of an intensive group assessed as the highest risk. Management of these cases is held by experienced YOS officers with support from line managers and the Offender Management Coordinator.
- 3.43 Young people who are identified as a risk of serious harm (ROSH) are subject to a comprehensive assessment aimed at addressing and managing specific risk factors. In many cases these young people are also deemed as vulnerable and are supported through a Vulnerability Management Plan (VMP) on a multi agency basis where appropriate. The YOS contribute to Multi Agency Prolific and Priority Offender Management (MAPPOM) arrangements with Probation and Police in appropriate cases.
- 3.44 A very small number of young people known to YOS are subject to Local Management Reports (LMR) following serious incidents. In these cases reports are provided to the YJB within set national standard timescales and individual action plans developed in relation to specific risks. As part of the multi agency responsibilities for safeguarding and public protection it is proposed that an annual report will be presented by the YOS Manager to YOMB, the new Children's Trust and Local Safeguarding Children's Board to highlight multi agency lessons learned from serious incidents.
- 3.45 A small number of young people convicted of sexual offences are managed through Multi Agency Public Protection Arrangements (MAPPA). Most of these young people are assessed as Level 1 (lowest level) risk and are

managed on a single agency basis by YOS staff with specialist training. The YOS will invest in additional training and support for staff to work with known sex offenders as part of the workforce development plan in 2010. A very small number of young people known to YOS are identified as at risk of radicalisation or extremism from the Far Right. Additional resources are deployed to identify and support these young people as part of the wider Prevent strategy. The local approach to the strategy is to provide voluntary support to young people and their families, working together to reduce identified risk factors within the context of promoting community cohesion and increasing young people's engagement in positive activities. Further work is planned in partnership with Children's and Young People's Services to support inter-generational work and positive images campaigns with young people.

- 3.46 The workforce training strategy will continue to prioritise risk of harm and public protection arrangements in 2010 and the Performance Manager will conduct a more detailed analysis of risk of serious harm and vulnerability management plans to inform future service configuration as part of the joint strategic needs assessment.

Safeguarding

- 3.47 It is essential that young people who are involved in the criminal justice system are appropriately safeguarded whilst ensuring the public are protected. Young people placed in the secure estate including the prison system can be particularly vulnerable whilst risk factors associated with young people offending include unsuitable accommodation, inconsistent or absent parenting, substance and alcohol misuse and mental health problems.
- 3.48 All YOS staff are provided with core safeguarding training and bespoke training has been provided to YOS staff in partnership with the Local Safeguarding Unit. The YOS work closely with the Children's Services Social Care and Safeguarding Division in relation to safeguarding with young people who are offending. The YOS Manager is a member of the Local Safeguarding Children's Board and Service Managers for Safeguarding Children and YOS meet on a quarterly basis to discuss development needs. The YOS will complete a further internal safeguarding training audit to identify and prioritise ongoing training needs for 2010/11.
- 3.49 The YOS does not employ any dedicated social work staff and there are no social workers seconded from Children's Services into YOS, although a number of YOS workers are trained and qualified social workers and some of these staff have extensive experience working with children and families. It is proposed to review existing arrangements and consider whether YOS would benefit from more direct links with the newly configured 16 Plus services for vulnerable young people as part of the YOS organisational review.
- 3.50 Safeguarding procedures are regularly reviewed and the YOS Performance Manager will prepare an annual report for the YOMB and LSCB on safeguarding issues arising from serious incidents, referrals to social care services and aggregated data from vulnerability management plans.

Victim and public confidence

- 3.51 The YOS has a significant contribution to make to improving victim and public confidence in the fairness and effectiveness of the criminal justice system. This work requires a partnership approach and is coordinated through the Victim and Witnesses Sub Group of the LCJB to ensure needs of victims and witnesses are placed at the heart of the criminal justice system. The YOS has a dedicated victim contact officer and all victims of serious offences are contacted and offered the opportunity to make a victim impact statement and be involved either directly or indirectly in restorative justice processes. The YOS has very high levels of self reported satisfaction rates from victims who engage with the service following initial contact.
- 3.52 The YOS are compliant with the Victims Charter and will expand services to more victims of youth crime following additional funding support from the Safer Leicester Partnership to recruit an additional victim contact officer. Additional services are also provided to victims of anti social behaviour through Victim Support as part of the Youth Crime Action Plan. Police resources have been deployed to ensure more victim impact statements are available to Courts at the point of sentence. Services to victims of youth crime and the role of YOS will need to be reviewed by the partnership in 2010 to ensure sustainability of service delivery.
- 3.53 The Restorative Approaches in Neighbourhoods (RAIN) scheme for minor first time offences by young people indicates a high level of victim satisfaction and offers the victim an opportunity to express their views at the time of the offence and consider suitable reparation and apology. The Referral Order sentence for most young people who appear in court for the first time also provides the opportunity for direct victim participation or indirect reparation and also demonstrates very high levels of victim satisfaction.
- 3.54 Improving public and staff confidence in the fairness and effectiveness of the criminal justice services is a major challenge both nationally and locally. Although young people are responsible for a smaller proportion of crime and anti social behaviour than adults and young people are most likely to be the victims of youth crime this does not correlate with public perception. Local surveys through CRAVE and Tell Us indicate that fear of being a victim of crime remains at significant levels and more work needs to be undertaken to understand and address these issues in relation to youth crime.
- 3.55 The partnership has supported a range of activities to encourage young people to make a positive contribution in relation to fear of crime and anti social behaviour. The Youth Crime Action Plan includes a Positive Images of young people campaign and there are a wide range of community based reparation opportunities together with Youth Justice Centre activities to allow young people to make community payback. The YOS will review the configuration of community reparation placements to assess impact and outcomes as part of the full organisational review in 2010.
- 3.56 The YOS are involved in analysis of a minimum data set across the criminal justice services to identify and analyse any race dis-proportionality. This work is overseen by the LCJB as part of the PSA 24 priority and the YOS Manager is co chair of the Local Implementation Team together with the Chair of the Race Equality Centre. Initial research has included analysis of Police stop and search data, non court disposals and Pre Sentence Reports on cases involving custodial sentences. Within YOS white males are the most over represented group whilst Asian young people are statistically under

represented compared to the general 10-17 year old population. Black young people are statistically over represented although total numbers are small. Ethnicity trends are monitored quarterly by YOS and reported to the partnership through the YOMB.

Partnership Improvement Plan

- 3.57 A detailed partnership improvement plan arising from this report is contained in the appendix to this report.

Recommendations

- 3.58 Council and Cabinet are asked to note, comment and approve the following YJPIF elements:

- Youth Justice Strategic Plan 2010/11
- Capacity & Capability Self Assessment & Performance Overview
- YOS Partnership Improvement Plan & Organisational Review

4. Financial Implications Ravi Lakhani (Accountancy x 29 8806)

- 4.1 The YOS partnership is funded through a combination of direct grant from the Youth Justice Board (YJB), associated government grants aimed at preventing youth crime, and statutory partnership funding from Council, Police, Probation Service Trust and Health Primary Care Trust.

- 4.2 Financial and in kind contributions for 2010/11 have been agreed with central government YJB and local strategic partners at 2009/10 levels without inflation. The funding split is as follows:

	£	%
Pooled Budget	690,200	20
Grants	2,135,000	62
Direct LCC Budget	635,500	18
Total	3,460,700	100

- 4.3 As a result of over 60% of funding coming from Central Government grants there is a real risk that front line service delivery may be affected as it is widely anticipated that there will be a reduction in grant funding from Central Government from 2011/12. The anticipated service/staffing review will help to ensure that statutory service provision is maintained and improved whilst delivering more integrated prevention services.

4.4 Legal Implications

Beena Adatia Senior Solicitor (ext 29 6378)

This report is to provide a summary and overview of the 2010/2011 Youth Justice Performance and Improvement Framework (YJPIF) submitted to the Youth Justice Board and recommends Cabinet and Council to approve certain elements of the YJPIF as described in paragraph 3. Accordingly there

are no specific legal implications. In general terms the Council has statutory obligations and duties in relation to crime reduction and equalities including those relating to the work of the YOS, crime reduction and equalities within the Crime and Disorder Act 1998 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. Officers have identified that governance, planning and funding arrangements are contained in 'Sustaining the Success' guidance that will be reviewed nationally by YJB in 2010 in parallel to the planned local organisational review. In addition, under the Council's Constitution, the Crime and Disorder Reduction Strategy and Youth Justice Strategy is a matter reserved to full Council.

- 4.5 Legal duties in relation to provision of YOS are contained in the Crime and Disorder Act 1998 whilst governance, planning and funding arrangements are contained in 'Sustaining the Success' guidance that will be reviewed nationally by YJB in 2010 in parallel to the planned local organisational review.

5. Climate Change Implications

- 5.1 None

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References within this report
Equal Opportunities	Y	All
Policy	Y	
Sustainable / Environmental	N	
Crime and Disorder	Y	All
Human Rights Act	N	
Elderly/People on Low Income	N	
Corporate Parenting	Y	
Health Inequalities Impact	Y	

7. Background Papers

Youth Justice Planning Improvement Framework Template & Guidance (2010)

Capacity & Capability Self Assessment Validation Notes (2010)

'Sustaining the Success' Establishing Youth Offending Teams (2004)

8. Consultation

18 th February 2010	YOMB Stakeholder Event
18 th Feb 4.00pm	Access, Inclusion & Participation DMT
8 th March 3.30pm	Social Care and Safeguarding SDMT
16 th March 2.00pm	Cllr Dempster Briefing
16 th March 3.00pm	Cllr Dawood Briefing
16 th March	Senior Management Board
17 th March 2.00pm	Health and Well-being Priority Board
17 th March	Full YOS Meeting (VAL)
18 th March	Safer & Stronger Communities DMT
18 th March 11.30am	Integrated Services Programme Board

22 nd March	Safer Leicester Partnership Board
26 th March	Leicester Children's Trust
29 th March	Cabinet Briefing
15 th April	Overview & Scrutiny Committee
19 th April	Full Cabinet
April 2010 TBC	Full Council
29 th April	YJB Validation Visit

9. Report Author/Officer to Contact

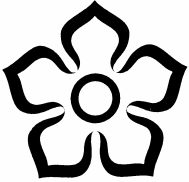
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Tel: 0116 2995844

Section 3: YOT partnership improvement plan

Risk identified via C&C Self-Assessment	Action to overcome this risk	Success criteria	Owner	Deadline
Budget reductions through YJB Grants and or shared partnership contributions to YOS beyond March 2011.	Completion of strategic needs assessment, YOS organisational review and early budget setting for 2011/12.	YOS budget is able to deliver priority outcomes working across partnership to deliver efficiency and effectiveness.	YOT Manager	Ongoing 2010/11
Reduction in funding for youth crime prevention activities, as these are non statutory services	As above	Maintenance of existing levels of prevention funding and activity.	YOT Manager	Ongoing 2010/11
Use of Custody continues to increase as a proportion of all cases, as overall court population decreases.	Ongoing analysis of pre-sentence reports, implementation of YOS custody panel and monitoring of YRO.	Reduced rates of custody as a proportion of all court cases.	YOT Manager	Ongoing 2010/11
Increase in first time entrants following previous reductions or changes to non-court disposal policy nationally.	Integrated FTE partnership strategy supported through YOMB, LCJB and LCT	Sustained reduction in levels of first time entrants combined with reduced rates of reoffending and increased rates of victim satisfaction	YOT Manager	Ongoing 2010/11

<p>Improving public confidence in fairness and effectiveness of Criminal Justice System.</p>	<p>Integrated partnership approach to improving confidence, supported through YOMB/LCJB. YOS communication strategy to promote YOS partnership good news stories.</p>	<p>Evidence of increased public awareness, and confidence in fairness and effectiveness of YOS contribution to CJS</p>	<p>YOMB/Confidence board</p>	<p>Ongoing 2010/11</p>
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Leicester
City Council

WARDS AFFECTED
All wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**Overview and Scrutiny Management Board
Cabinet**

**15th April 2010
19th April 2010**

Leicester Inter-Agency Domestic Violence Strategy 2009-2014

Report of the Divisional Director for Safer & Stronger Communities

1. PURPOSE OF REPORT

- 1.1 A coordinated community response, with key partners working together, is acknowledged as the only effective way to reduce domestic violence. In light of this, endorsement of the attached Domestic Violence Strategy (appendix A) is requested from Cabinet
- 1.2 The strategy received endorsement from the Safer Leicester Partnership Board on the 29th October. At this meeting City Council Chief Executive, and SLP Board member, Sheila Lock noted that a sustainable resource plan to accompany the work is essential, with contributions necessary from the local authority, private and other public sector stakeholders.

2. SUMMARY

- 2.1 Leicester Domestic Violence Forum Partnership (LDVFP) has developed the second citywide strategy for Domestic Violence, to run from 2009-2014. Domestic Violence impacts negatively on several One Leicester priorities and presents a particularly significant safeguarding issue for both adults and children.

3. RECOMMENDATIONS

- 3.1 Cabinet is recommended to accept the recommendations in respect of future commissioning arrangements for Domestic Violence as outlined in section 5 of this report and to offer endorsement of the Leicester Inter-Agency Integrated Domestic Violence Strategy 2009-2014 in line with the above timescale for progression to cabinet.

4. REPORT

4.1. The Strategy

- 4.2** The strategy includes prevention, support and protection. This encompasses universal services and those targeted at reducing the risk of homicide or other serious injury. Leicester suffers an average two homicides a year related to domestic violence. There are a growing number of reports to the police; in excess of 8000 a year, but many incidents are never reported.
- 4.3** The strategy is fundamental to our attainment of local area agreement target NI32: which is the percentage of Multi Agency Risk Assessment Cases (MARAC) heard (those deemed at the highest level of risk of homicide) that are repeat cases. Domestic Violence cases also frequently involve violent crime, which is monitored in relation to NI20: assault with less serious injury. This is also a current priority target.
- 4.4** The strategy notes significant improvements in the city's response to domestic violence from 2007-2009; the lifetime of the first strategy. These achievements include a new layer of support and intervention for those at highest risk of serious injury or homicide and the attainment of a reward related target for the city.
- 4.5** Key findings from consultation and review:
- Systems are in place to deliver NI 32, but these are not presently secure
 - Need to improve staff confidence in identifying, managing and reducing risk
 - Earlier interventions are required and there is a concern of the lack of attention to prevention work
 - There remain significant under identification and reporting issues, particularly with victim/survivors who are men, lesbian gay bisexual and transgender and those from new and emerging communities
 - Improvements are required for the data collation of police and non-police data, particularly outcome data
 - Young people aged 14-21 need further attention and targeted, appropriate responses whether using or victim of domestic violence
 - Increased reporting and risk identification is presenting capacity challenges
 - There is a need for improvement in the financial underpinnings of the strategy and a collaborative commitment to sustain core services and strategic planning.
- 4.6** It is recognized that Domestic Violence is a key issue within Leicester that cuts across a number of our Local Strategic Partnership priority groups. The Health and Well Being, Investing in Children and Thriving, Safe Communities Boards all currently commission services in respect of addressing this issue. Within the Safer Leicester Partnership and up until its recent restructuring lead responsibility for monitoring and reducing Domestic Violence sat with the Violent Crime Group. The creation of a new Safeguarding Delivery Group whose task is to oversee the effective performance of safeguarding of vulnerable adults in the City has provided an opportunity to raise the profile of Domestic Violence as a key safeguarding issue by placing responsibility for overseeing delivery of the Domestic Violence Strategy with this group.
- 5. Commissioning of services to support the delivery of the Domestic Violence Strategy**

- 5.1** City Council currently spends approximately £1.4 million in relation to direct domestic violence services. This encompasses Supporting People Fund of £934,627; Homelessness Grant of £16,000, Community Safety at £50,000 and £133,800 on voluntary sector grants. In addition to this £287,077 is managed for the Independent Domestic Violence Advisor Service, funded through area based grant, reward money and Ministry of Justice funding.
- 5.2** As is clear from the above breakdown, funding of Domestic Violence is currently largely through external grants. This presents a significant risk to the sustainability of this work and is not reflective of the critical nature of this issue in respect of safeguarding of vulnerable adults and children and young people. In order to reflect the importance of this work to achieving key outcomes in respect of safeguarding, partner agencies including the City Council will have to identify ways of mainstreaming spend in this area.
- 5.3** The commissioning of services in respect of addressing Domestic Violence currently sits across a number of different priority boards. This has led to a degree of fragmentation and a lack of a joined up approach in respect of ensuring best value. The Health and Well Being Board who commission a range of housing related support services through the Supporting People Fund in respect of meeting the needs of Domestic Violence Victims have by reviewing their contracts achieved significant efficiency savings without any loss of service provision. Other contracts in respect of providing services to children who have experienced Domestic Violence and the Independent Advocacy service are also in urgent need of reviewing but this needs to happen within the context of an overall commissioning plan for this work.
- 5.4** A multi agency group was pulled together and has had one initial meeting with the purpose of agreeing how best to address the above issues. It was the view of this group that there was a need to develop a Commissioning Plan that brought together under one lead responsibility for commissioning services to deliver the outcomes outlined within the Domestic Violence Strategy and to future proof such work going forward.
- 5.5** Since that meeting took place and as a means of addressing under performance and increasing it's effectiveness the Safer Leicester Partnership has undergone a restructure. Under the revised structure responsibility for Domestic Violence sits under a newly formed Safeguarding Delivery Group. In the light of this and as a means of making more effective use of resources it would seem to make sense for this group to oversee the development of a Commissioning Plan which brings together all of the current commissioning streams and:
- Explores the creation of a crisis, or justice centre, where sexual violence and domestic violence services are co-located thus reducing administrative and accommodation costs.
 - Reviews the voluntary sector grant contribution to children's work in refuges and the helpline in respect of preventative and educative work with children and young people to ensure best value and that this work has synergy with and adds value to other funded work.
 - Reviews the current housing related support capacity to allow for funding of Independent Domestic Violence Advisors (Divas), the sanctuary type scheme (ASK) and further floating support
 - Explores opportunities to embed work in respect of Domestic Violence into the core service planning of partners as a means of future proofing.

To progress the above and following some initial consultation with other priority board leads and commissioners the recommendation would be that a cross priority group of officers be formed to take this work forward in the first financial half of this year.

6. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

6.1. Financial Implications (*Provided by Rod Pearson (29) 8800*).

Leicester City Council currently spends approximately £1.4 million in relation to domestic violence services. The funding sources are as follows:

Funding Source	Amount
Supporting People (ABG)	£941,511
Homelessness Grant	£16,000
Community Safety Grant	£50,000
Main Stream (Vol Sector)	£133,800
IDVA (ABG, Reward money, Ministry of Justice)	£287,077
TOTAL	£1,428,383

It can be seen from the above that the largest funding source is through the Supporting People (ABG). The only mainstream (general fund) funding is the £133,800 paid at present to the voluntary sector.

The report (para 5.2) talks of the need to 'mainstream' spend in this area. This implies a desire to have a guaranteed and ongoing funding stream as a minimum from the Council's base budget, and would mean reprioritising some budgets or using them differently. This may have an impact on other services. Given the overall outlook for the public sector finances, there must be some risk attached to the ongoing level of grant funding.

The strategy does not pre-empt future funding, although there is a growing recognition of the importance of adult safeguarding which means some priority is likely to attach to the service area in future notwithstanding the financial outlook.

The report proposes that all commissioning is undertaken by the Safeguarding Delivery Group which is part of the Safer Leicester Partnership. This would mean that the council would pass £133,800 of mainstream funding to be managed by the partnership.

In the event of any future funding shortfall the council currently has no additional mainstream funding available to support the Domestic Violence Strategy. Clearly future commissioners will have to carry out a risk assessment of the available funding streams before making long term spending decisions.

6.2 Legal Implications (*Provided by Joanna Bunting extension (29) 6450*):

Obligations under the Crime & Disorder Act 1998 and particular section 17. The Crime and Disorder Act 1998 promotes the practice of partnership working to reduce crime

and disorder and places a statutory duty on police and local authorities to develop and implement a strategy to tackle problems in their area. In doing so, the responsible authorities are required to work in partnership with a range of other local public, private, community and voluntary groups and with the community itself.

- 6.3** Section 17 of the Act recognises that there are key stakeholder groups who have responsibility for the provision of a wide and varied range of services to and within the community. In carrying out these functions, section 17 places a duty on them to do all it can to reasonably prevent crime and disorder in their area. Some elements of the Domestic Violence, Crime and Victims Act (2004) are yet to be brought in, including bringing the multi-agency risk assessment conferences onto a statutory footing.
- 6.4** It is also understood that families have brought legal cases against local authorities and police authorities in relation to failure to protect human life under the Human Rights Act 1998.

7. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph Within the Report	References
Equal Opportunities	YES	Domestic violence is a cause and effect of inequality.	
Policy	YES	There are policy implications within the strategy, including human resource issues, thresholds and inter-agency working.	
Sustainable and Environmental	YES	The sustainability of core services is referred to throughout the strategy.	
Crime and Disorder	YES	Yes, to work in partnership to reduce crime and disorder.	
Human Rights Act	YES	Protection of life and life free from torture and inhumane treatment.	
Elderly/People on Low Income	YES	Domestic violence affects all ages and there is a cross over with safeguarding adult's issues. People on low income can have reduced safety options.	

8. RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
Sustainability due to lack of finance	H	H	Divisional Director (Safer & Stronger Communities) is investigating the potential for mainstreaming this area of work with partners. As a result of the above, a resource plan will be produced.

L – Low
M – Medium
H - High

9. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

As outlined in the strategy

10. CONSULTATIONS

The strategic objectives have not changed since the first strategy, and no significant changes to services are committed within the strategy document.

Consultation on the principles and emerging issues was carried out throughout the construction of the strategy, with partner agencies, senior and frontline practitioners, and members of the public. Comments were taken into account in the final strategy document and direct quotes from service users are included. Outlined below are some of the agencies which have contributed;

- Police
- Refuges
- Probation
- Victim Support
- Floating Support/Outreach Providers
- Integrated Response Project
- City Council
- NHS Leicester
- Service users

10. REPORT AUTHOR

Ann Habens 297915

Key Decision	Yes
Reason	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
Appeared in Forward Plan	Yes
Executive or Council Decision	Executive (Cabinet)

Leicester Inter-Agency

Domestic Violence

Strategy

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Contents

Leicester Inter-Agency Domestic Violence* Strategy 2009-2014

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* This document uses the terms aggrieved, victim, survivor, perpetrator, abuser and offender dependent on the context. We use these terms to denote harm, resourcefulness and responsibility. The term violence is used to include a range of behaviours, and as such can be interchangeable with 'abuse'.

** A delivery plan is produced annually, as is a progress report on performance against that plan. Please see www.saferleicester.org for up to date copies of these documents.

1 Foreword

This strategy is in place to secure and showcase our commitment to, and ownership of, the need to reduce domestic violence in Leicester. No one agency or partnership can deal with this issue effectively alone.

There is a clear financial and moral imperative to reduce domestic violence. One in three women and one in six men report experience domestic violence at some point in their lifetimes, with women experiencing more serious injury, more frequently, than men. This is not inevitable; we know that there are interventions which make people safer.

Two women are killed in Leicester, by a partner or ex-partner, each year. Perpetrators of domestic violence can be family members or partners / ex-partners (including husband and wife). Our local figures show that people are often suffering abuse from more than one perpetrator.

There is a national plan for domestic violence and we have made a local commitment to improvement through our local area agreement. In the current economic climate in particular it will be a challenging five years, where the prevalence and severity of incidents may increase whilst services struggle to hold on to funding. Working together in a co-ordinated manner is the only way to bring about meaningful, efficient change. We must build on our understanding and create effective pathways to safety. It is the only way to reduce the short and long term cost domestic violence has on our lives.

This strategy directly supports several One Leicester priorities, including creating safe and thriving communities, investing in our children, building skills and enterprise and improving well-being and health. Being confident in our response to domestic violence allows us to talk up Leicester.

Silence and denial remain significant barriers to reducing domestic violence. Having a strategy states very clearly that this is not a taboo subject for us and that we are ready to listen and support those affected. We will work to create a city that encourages healthy and equal relationships, holding those who perpetrate abuse to account and supporting those who have suffered. Through this strategy and delivery plan we hope that individuals and organisations will be better equipped to address this corrosive problem in our city.



Vi Dempster

Councillor Vi Dempster
DEPUTY LEADER LEICESTER CITY COUNCIL
Chair of Leicester Domestic Violence Forum Partnership

Carole Devaney

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Phil Whiteley

Phil Whiteley
Superintendent,
Leicestershire Police

Sobia Shaw

Sobia Shaw
Chief Executive,
Panahghar

S. Kaur

Suki Kaur
Chief Executive,
DVIRP

2 Executive Summary

2.1. Domestic violence has a significant and negative impact on our vision for One Leicester; specifically a safer, healthier city that invests in children, skills and enterprise. To tackle it effectively we must have an inter-agency strategy that makes the most of the resources we have in a commitment to invest to save.

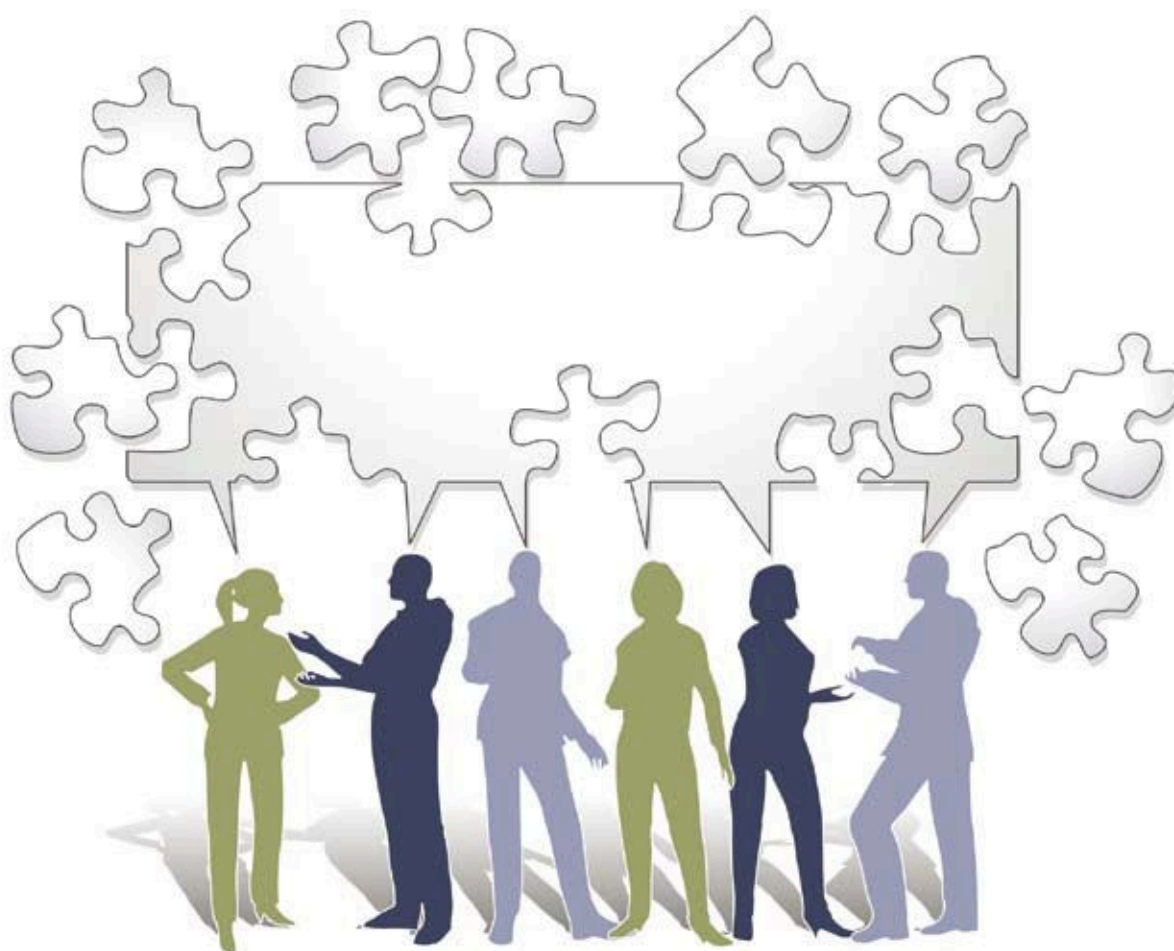
- 2.2. It has been our vision since 2007 to work together to prevent domestic violence and to provide support and protection to anyone who has been affected by domestic violence, with an underpinning commitment to equality, evidence based practice and partnership working.
- 2.3. In preparing this document we reviewed the progress made to date, consulted with partner agencies and members of the public on the emerging issues and analysed local and national data on domestic violence.
- 2.4. We have a positive history of both preventative and inter-agency work in Leicester, with a higher than average level of refuge provision and both specialist and generic support services. Our work on data collation and prevention and education work with children and young people has been established for over 10 years.
- 2.5. In the first Leicester Inter-Agency Domestic Violence Strategy 2007/2009 we highlighted the need to improve our risk identification, assessment and management processes. There have since been substantial improvements in this area, with a stream of new multi-agency working systems introduced in line with the National Plan for Domestic Violence.
- 2.6. Specialist Courts, Independent Advisors and Multi-Agency Risk Assessment Conferences have independently and collaboratively evidenced positive outcomes for reducing domestic violence and these services are now in place in Leicester.
- 2.7. The Map of Gaps 2 (Equality & Human Rights Commission 2009) stated that “over one third of local authorities had no specialised provision at all. Only a minority had a range of services. . . and types of support.” Leicester is a member of that small group (22 out of 408 local authorities). The challenge now is to build on these achievements.
- 2.8. In the last three years we have increased reporting to the police, decreased the level of repeat victimisation (securing £445,000 of reward grant for the city), increased the number of interventions for male perpetrators, increased the proportion of offences brought to justice and increased the satisfaction of victims. From April 2007 to March 2009, we improved substantially on 70% of our assessment areas (of which there are 12), sustaining standards in the remaining 30%.
- 2.9. Leicester has a diverse and changing population of just under 300,000 people. Domestic violence contributes to and reflects societal inequality and we are aware of some specific challenges. Several equalities issues have emerged from our work in the last two years, including:
- the needs of those fleeing domestic violence with no recourse to public funds,
 - the concept of family and community ‘honour’ as an excuse and context for abuse,
 - tolerance of domestic violence amongst communities newly arrived in Leicester,
 - how to engage with men as both potential victims and perpetrators,
 - those adults aged 14-21 using and suffering violence in their relationships,
 - identification and support of disabled women and lesbian, gay, bisexual and transgender (LGBT) victims.
- 2.10. Common threads throughout all of these areas remain: the need to increase awareness of domestic violence, reduce acceptance, and ensure that people know of their rights and that they have access to good quality specialist and generic support services when they need them.
- 2.11. Domestic violence cuts across all communities and yet remains surrounded by secrecy and shame. Leicester Domestic Violence Forum Partnership (LDVFP or ‘the Forum’) acknowledges the prevalence and harmful impact of domestic violence and believes in change. It is in existence to ensure a robust and co-ordinated strategic response to domestic violence across Leicester.

2.12. Emerging strategic and operational priorities for 2009-2014 include:

- reducing repeat appearances at Multi-Agency Risk Assessment Conference (National Indicator 32), i.e. improving safety of those at the highest risk of homicide,
- improving staff confidence in identifying and managing risk,
- establishing longer term funding plans for sustainable and integrated support services,
- early implementation and prevention work
- exploring creative interventions with young people and young adults,

- co-ordinating and expanding activity around so called 'honour' based violence.

2.13. The challenges that remain are clear. This is a volume crime causing significant harm. The economic climate is one of cutbacks and not growth. It requires people and organisations to work collectively and pool resources. Even as we celebrate and acknowledge the significant progress we have achieved over the last two years, we cannot ignore domestic violence or become complacent regarding our progress. The costs are too great.



3 Introduction

3.1. If we are to reduce domestic violence, we must have a co-ordinated inter-agency response. This strategy reflects local and national information on population needs, emerging best practice and legislation or statutory guidance.

- 3.2. Domestic violence continues to exact a moral and financial cost to our area. It includes:
- Personal and emotional cost
 - Health service costs (mental and physical health)
 - Criminal justice system costs
 - Housing costs
 - Safeguarding and social care costs
 - Economic costs of lost productivity

- 3.3. We have on average two domestic violence related murders occurring in Leicester each year. A single domestic violence homicide is estimated to cost in the region of £1 million. One in three women will experience domestic violence in their lifetime; our population includes around 150,000 women and girls. There are clear reasons why we need to invest to save.

3.4. Understanding and Definition

Domestic Violence is a systematic abuse of power and control that takes place within particular relationships.

The government adopted the following cross-departmental definition in 2005:

'Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of their gender or sexuality'

The definition adopted by Leicester Domestic Violence Forum Partnership (LDVFP) is wider:

'Domestic violence involves the misuse of power and is based on a range of control mechanisms which include: physical, sexual, psychological, social or economic abuse or neglect of an individual by a partner, ex-partner, carer or one or more family member, in an existing or previous domestic relationship. This is regardless of age, gender, sexual orientation, religious, cultural or political beliefs, ethnicity, disability, HIV status, class or location.'

Domestic violence includes the issues of forced marriage, female genital mutilation and some other aspects of so called 'honour' based violence where family and community members can act to control and punish perceived transgressions.

We know that under identification and reporting of domestic violence is a significant issue across society, and can particularly be an issue for older people, people with disabilities, those from black, minority ethnic and refugee communities, and those who identify as lesbian, gay, bisexual or transgender.

There is also some anecdotal evidence of white women on housing estates and middle class women under reporting to Police.

Under-reporting can be due to many reasons including viewing agencies as unsympathetic and judgemental, shame and stigma surrounding disclosure of the issue, safety concerns, a lack of faith in receiving an appropriate response and a lack of awareness of options and the support attached.

Nationally, the gap between experience and reporting to police appears to be reducing but it is still significant. Some of our figures indicate that 48% of people never tell anyone.



3.5. One Leicester

Domestic violence has a significant impact on victims and their children. This can be mapped against each of the One Leicester priorities, particularly:

Creating safe & thriving communities

Domestic violence is a volume crime, with over 8,000 incidents reported to the police each year. Over the past six years there has been on average two domestic violence homicides a year. Social isolation and a raft of criminal offences can be core components of DV. Many of those involved in anti-social behaviour and in prison have experienced domestic violence.

Investing in our children

More than 50% of domestic violence incidents have children resident in that household. Domestic violence is the single most common feature in serious case reviews and around 25% of reports to Duty and Assessment Services. Domestic violence is a barrier to children and young people achieving their potential, sustaining their mental and physical health and making a positive contribution.

Building skills and enterprise

Domestic violence negatively impacts on employment, training and education. Harassment can take place in a work environment, leading to time off work and reducing productivity. Domestic violence can have a corrosive impact on self esteem and professional development, with time off work due to injury and depression.

Improving well-being and health

There are significant physical and mental health issues related to domestic violence. People can experience an average of 37 incidents before they make a report. Domestic violence has one of the highest rates of repeat victimisation and can continue for decades. There are implications of accumulative stress on the mind, body and spirit and a level of direct physical injury that can result in loss of life through homicide or suicide.

3.6. Equality and Diversity

Awareness and communication of the availability and detail of services is a key issue and still a significant barrier to reducing domestic violence. Many victims continue to say that they did not know there were any services out there that could help them and some perpetrators wish they could have received intervention earlier. Equality is an underpinning commitment of the Forum. For a copy of the statement of intent, principles and the equality impact assessment for this strategy, please see www.saferleicester.org/dv.

People need to know that services exist, and trust that those services will understand their personal situation in an appropriate and non-judgemental manner.

The Forum acknowledges the value of specialist support services for victims (for example black, minority ethnic and refugee communities) alongside skilled and accessible general support services.

AGE: The Forum's definition of domestic violence includes all ages, however many agencies will have adopted the Government definition of domestic violence, which is also adopted by the Association of Chief Police Officers. This currently states that domestic violence can only occur between adults aged over 18, but is under review.

In Leicester, there is a commitment within the Forum that appropriate support and signposting will take place whatever the age of the people involved. There can be high levels of acceptance of domestic violence amongst younger and older adults and there are specific needs in relation to the support of victim/witnesses and supporting the offender to change their behaviour according to age.

Leicester has a large, and growing, student population and high figures of domestic violence reported to the police from those aged 18-24.

Older people may have responsibilities as carers that need to be considered and may have other long term attachments to their house and other personal items. They may experience greater social isolation in general and have additional needs that make them vulnerable.

Disabled victims may also fit the criteria for 'adults in need of safeguarding'. Safeguarding adults procedures must be followed but with an understanding of the dynamics of domestic violence and the support that may be available around this particular issue.

DISABILITY: There is some indication of an invisibility of domestic violence as an issue for disabled people. There may be particular practical barriers for disabled people wishing to report domestic violence and in accessing the criminal justice system.

The Integrated Domestic Abuse Programme (accredited court ordered programme for perpetrators of domestic violence) is only suitable for those with a certain level of cognitive and literacy ability. One to one work is developing but groups are considered the most effective intervention.

There are also limited refuge spaces with aids and adaptations or capacity to provide space for a live-in carer. Nearly 20% of the population of Leicester report having a life limiting illness or disability (15% being of working age).

ETHNICITY: For new and established communities in Leicester there can be a tolerance of domestic violence and a desire to keep such matters within the private, family or community sphere.

There can also be perceptions of institutionalised racism in the criminal justice system and in other statutory institutions.

It is estimated that people from ethnic minority communities will form the majority of the population in Leicester after the 2011 census with more than 50

languages in use. This poses clear barriers for accessing services and information. Reporting figures currently reflect the census for police and non police agencies. This is positive.

GENDER: Domestic violence is predominantly perpetrated by men against women and there is emerging evidence surrounding the differences in terms of nature of incident, impact and frequency in relation to gender (see Hester 2009). Information is only just starting to emerge on the needs of male and female perpetrators.

RELIGION AND BELIEF: The population of Leicester has a mix of religions and beliefs. Christians, Hindus, Muslims, Sikhs and those identifying as having no religion or belief are amongst the most common.

Victims and witnesses may report to religious/belief leaders for support and guidance rather than the police. This can be both positive and negative, depending on the awareness of the leader, for example some people have been pressured to stay within an abusive relationship, and have had their confidentiality breached in this respect.

SEXUAL ORIENTATION: As noted above, we know that domestic violence is under reported by people experiencing same sex domestic violence in their intimate partner relationships, and that there can be a concern of institutionalised homophobia and heterosexism.

Leicester has an established Lesbian, Gay and Bi-sexual community¹ and we would expect higher reporting levels than those currently recorded (1-8%). Same sex domestic violence occurs at similar levels as within the heterosexual population.

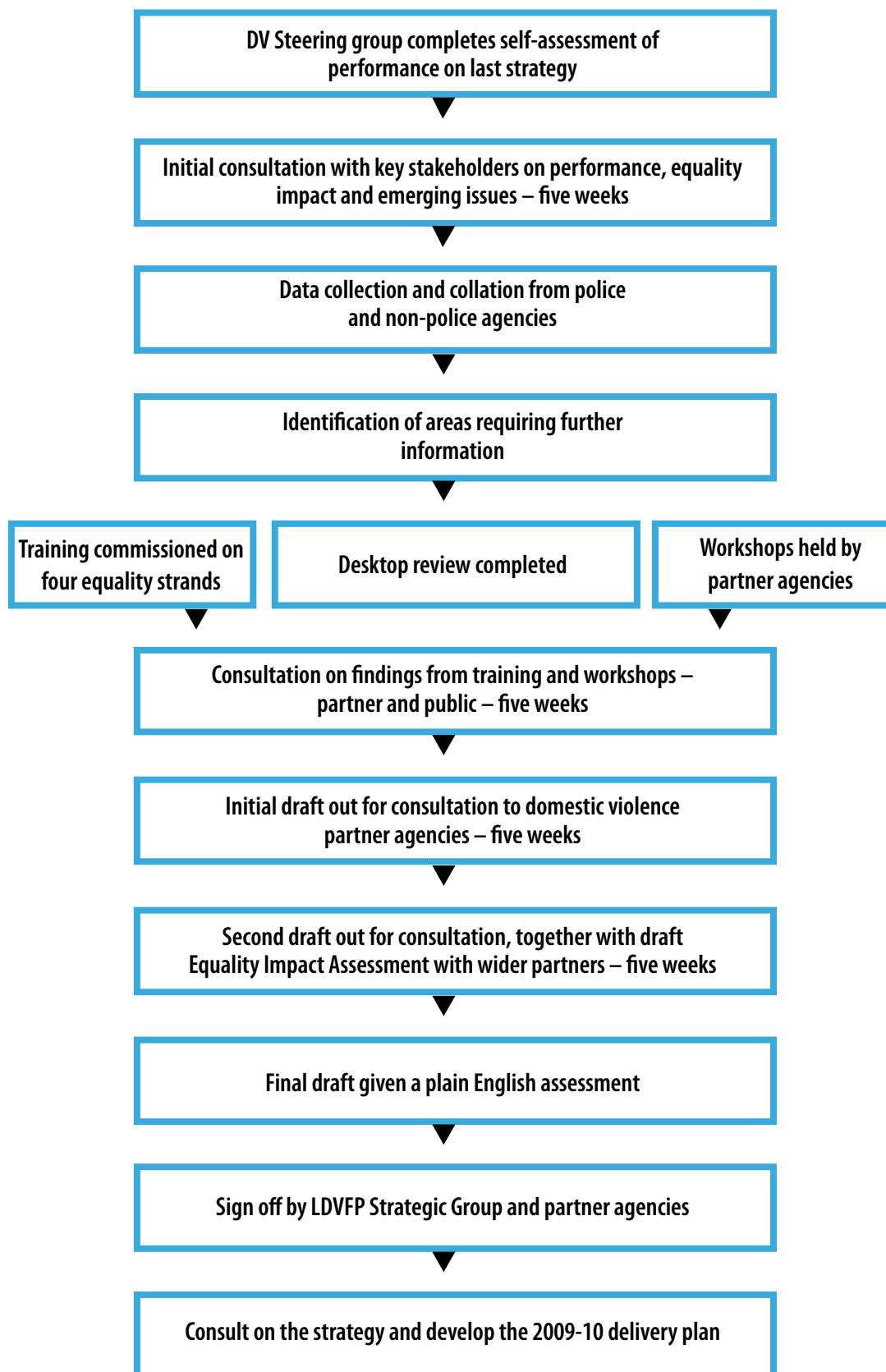
There can also be domestic violence due to homophobia from within the family and issues such as isolation and forced 'outing' can be additional dynamics that victims may have to manage.



¹ This document has, for expediency, used the term 'community' in places, but we recognise that people may not identify with any community / scene, are not homogenous and may define their identity in different ways at different times.

3.7. Strategy Development

In developing this strategy we followed the following process:



Leicester Domestic Violence Forum Partnership uses the four categories of self-assessment promoted for crime reduction partnerships. LDVFP undertook a self-assessment of performance at the close of the last strategy, and agreed for the standard for 'doing well' (please see www.saferleicester.org/dv).

The self assessment and accompanying review of the 2007-09 action plan highlighted a number of areas where further information was required:

- Parenting and domestic violence
- Domestic Violence in a lesbian, gay or bi-sexual context
- Contact and work with perpetrators of domestic violence
- Working with men
- Disabled women and domestic violence
- Children, young people and domestic violence
- Housing and domestic violence
- Policing and domestic violence

Training was then commissioned from national experts in relation to four of these areas (those surrounding equalities):

- Domestic Violence in a lesbian, gay or bi-sexual context
- Working with men
- Disabled women and domestic violence
- Children, young people and domestic violence

Additional workshops were delivered by local senior practitioners for the remaining areas.

The domestic violence data collection reports are drafted by a Safer Leicester development officer with the support of a multi-agency group drawn from all of the agencies submitting domestic violence data.

There is ongoing work to increase the number of agencies submitting data and improve the quality of data submitted.

See www.saferleicester.org/dv for the data management strategy produced by this group, and the latest data collection report.

Level of equalities data is particularly varied, for example no conclusions can be drawn from the religion and belief data we receive at present as it is so sparse with large amounts of 'unknown' responses. The forum has subsequently set a target to increase the amount of equalities data collected.

3.8. Service User Comment

Members of Leicester Domestic Violence Forum Partnership were asked to consult with their services users at different stages of strategy development. Consultation opportunities were also promoted online using the Safer Leicester and Leicester City Council web pages.

Another way LDVFP consults with service users is at public events. Attendance at several ward community meetings in 2008 for example allowed for some presentation and engagement opportunities with members of the public.

In 2007 we revised the public questionnaire and undertook a pilot at the LeicestHERday conference. Nearly 50 people completed questionnaires and 83% of them had directly experienced domestic violence or knew someone who had. 48% had never told anyone.

Echoing national surveys, many people who did talk to someone, talked to family and friends. A standard question for us is 'We are working to reduce domestic violence - what message would you like to give us?'

These are a sample of the responses given at LeicestHERday 2007:

"Carry on with your passionate work and all the best for the future"

"Make people more aware of this violence"

"Look more closely"

"We all need to work together to eliminate DV"

"Don't let it happen!"

"Help people who need your help"

"Keep up the good work, we never know when we might need you"

"Women must talk about it more"

"I think it should be talked about more often"

"Keep trying. I'm glad someone is working in this area"

"That DV exists in all communities"

"Thank you and keep up your good work"

Responses from service users to the draft strategy itself were scarce and further information is required from service users and members of the public in general. This has subsequently been incorporated into an action for the delivery plan.

Work is needed to develop a model for routine service user involvement. This could include widening the use of online feedback facilities and considering the development of mystery shoppers.

We receive feedback forms for our information booklets. 75% of those returning the forms said they found the latest booklet 'very easy to read'.

3.9. The National Picture

Our work on domestic violence is guided by several national documents, which reflects the cross cutting nature of the issue. Criminal justice agencies, children, schools and families, housing, safeguarding, immigration, health provision and civil justice remedies all have a part to play in reducing domestic violence. See www.saferleicester.org/dv for further details on some of these national drivers and inter-relationships.

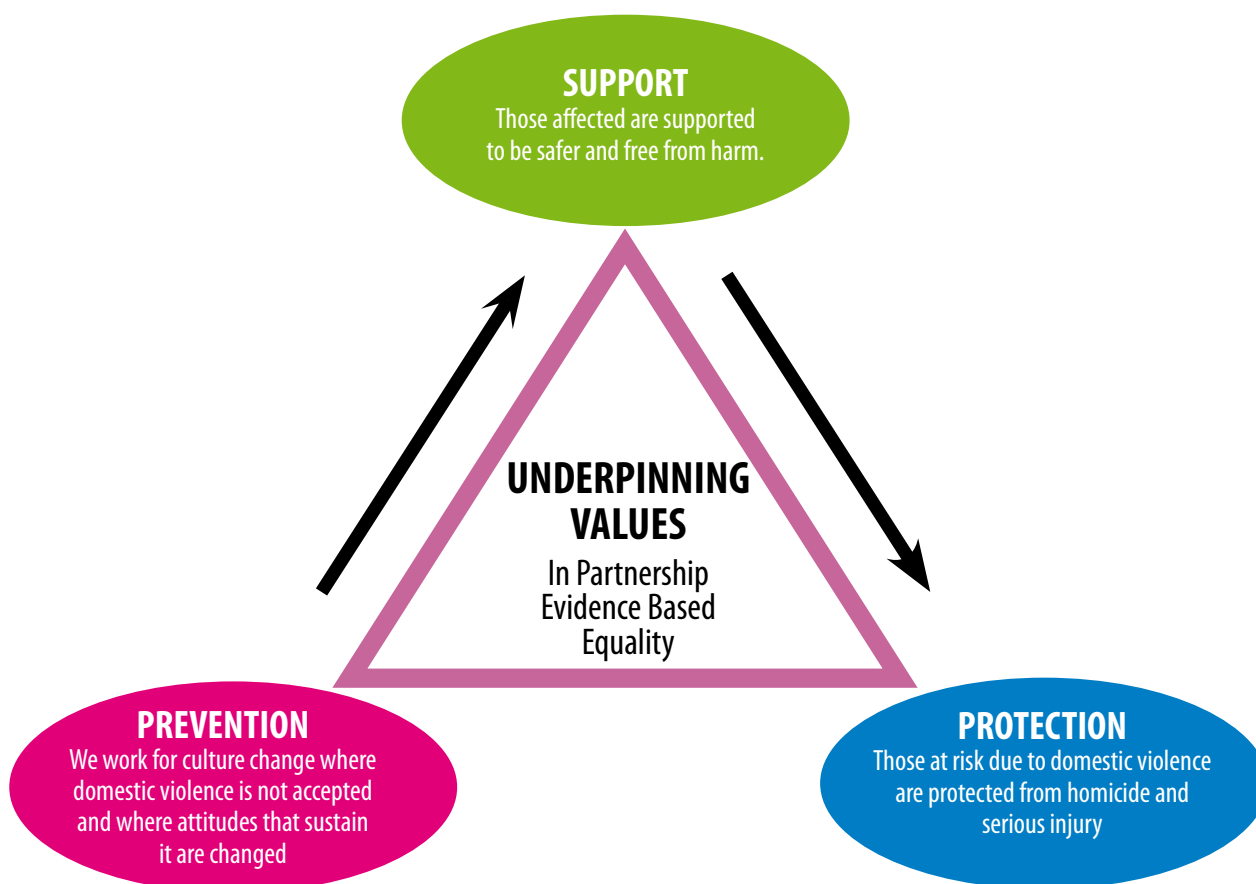
The Government has a cross-departmental group for the issues of domestic violence and sexual violence and seeks to

realise a 'co-ordinated community response' in every area. The Violence against Women Strategy was launched autumn 2009 and reflects the essential interweave of culture change, protection and provision of support services.

The co-ordinated community response model reflects the people, groups and departments that have a role in reducing domestic violence and it is one that we have adopted locally. It is similar to the 'think family' model in that it recognises that victim, perpetrator and child have to be considered and that there are multiple 'doors' to positive change. You can access the co-ordinated community response model in full at <http://www.crimereduction.homeoffice.gov.uk/violentcrime/dv01.htm>

3.10. Local Vision and Strategic Principles

In order to achieve our vision we established a number of strategic objectives in 2007. These objectives help to ensure development and sustained progress in the prevention of domestic violence and the support and protection of those affected.



Leicester Inter-Agency Domestic Violence Strategy Framework 2007-09

STRATEGIC PRINCIPLE 1: PREVENTION

PRIMARY OBJECTIVES:

- Sustain and develop campaigning and promotional activity
- Improve strategic commitment and response to domestic violence through the LDVFP
- Sustain and develop therapeutic and preventative work with children and young people

STRATEGIC OBJECTIVES

- A: Preventative work with CYP
- B: Identification of children and adults
- C: Self identification
- D: Organisational recognition

STRATEGIC PRINCIPLE 2: SUPPORT

PRIMARY OBJECTIVES:

- Improve the evidence base
- Sustain current levels of support for victims
- Improve performance on equality and diversity

STRATEGIC OBJECTIVES

- A: Organisational commitment
- B: Partnership work
- C: General and specialist support
- D: Strong evidence base

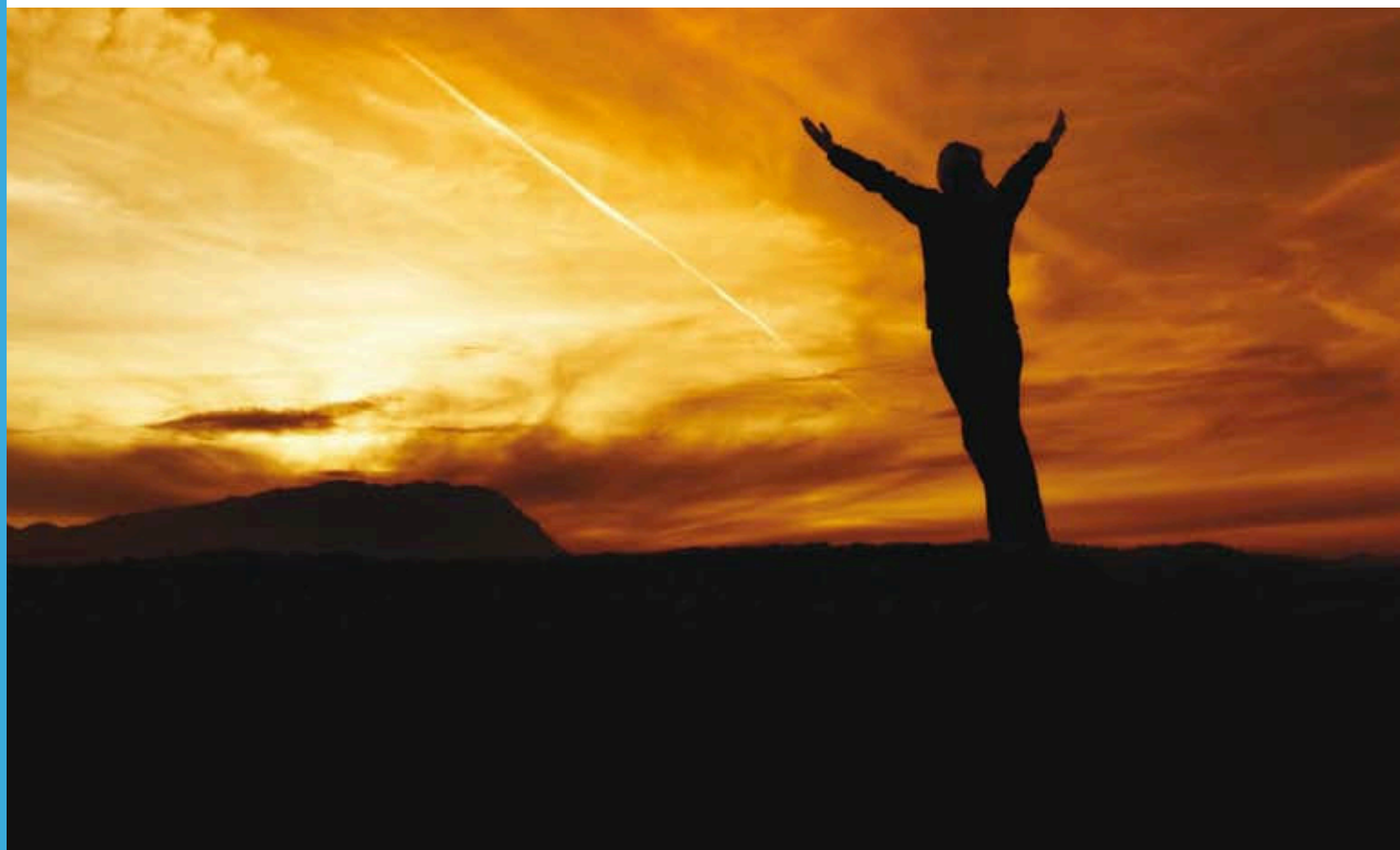
STRATEGIC PRINCIPLE 3: PROTECTION

PRIMARY OBJECTIVES:

- Improve Court response
- Increase capacity for best practice interventions for perpetrators
- Improve performance on equality and diversity

STRATEGIC OBJECTIVES

- A: Early help seeking
- B: Employees skilled
- C: Organisations sharing information
- D: Multi-agency risk management



4 Delivery Structures

4.1. Since the previous strategy we have established a joint strategic group for domestic violence across Leicester, Leicestershire and Rutland. This group meets every 12 weeks, as does the city specific strategic group. This means a meeting commitment every six weeks for those involved at strategic level.

4.2. The strategic groups report as appropriate to the Safer Leicester Partnership (via Violent Crime Delivery Group), the Local Criminal Justice Board (LCJB) and the Community Safety Programme Board. There are links through named representatives from the Local Safeguarding Adult's Board, the Local Safeguarding Children Board, the Sexual Violence Strategy Development Group (time limited) and the Equality and Diversity Partnership.

- Local Safeguarding Adults Board
- Leicestershire County Council ³
- District and Borough Councils ⁴
- Leicester & Leicestershire NHS Family
- Voluntary sector organisations commissioned to provide domestic violence services in the region.
- Crown Prosecution Service
- CAFCASS (child and family court advice and support service)

Vision Statement of the Joint Strategic Group for Domestic Violence, Leicester, Leicestershire and Rutland

To work together across Leicester, Leicestershire and Rutland to deliver a coordinated strategic response to domestic violence, informed by best practice. To aspire to a joint inter-agency domestic violence strategy and co-ordination team for the area, that eliminates the dangers of a postcode lottery.

4.3. The purpose of the group is:

- to join up the response to domestic violence across Leicester, Leicestershire and Rutland.
- to ensure complementary approaches and the best use of resources with adequate attention paid to the diversity of our populations.
- to work from the strategic foundations of prevention, protection and support.
- to hold overall accountability for cross area work streams and monitor and report on performance in relation to these projects.

4.4. Core members include:

- Leicestershire Constabulary
- Leicestershire and Rutland Probation Trust
- Victim Support Leicestershire and Rutland
- Leicester City Council ²
- Local Safeguarding Children Board
- Domestic Violence Forums

4.5. City Governance

The city strategic group has the responsibility for ensuring that there is a strategic approach to domestic violence in Leicester. This means that work on domestic violence is co-ordinated and that collaboration between agencies is actively encouraged in order to improve provision and effectiveness.

The LDVFP operates as a Partnership rather than as a registered charity or company limited by guarantee. It supports the framework of the Leicester Strategic Partnership (LSP). As such, it provides an effective body for consultation, planning, and commissioning domestic violence work.

It is recognized that domestic violence is a key issue within Leicester that cuts across a number of Local Strategic Partnership (LSP) priority groups. The Health and Well Being, Investing in Children and Thriving, Safe Communities Boards all currently commission domestic violence services.

Within this structure, lead responsibility for monitoring and reducing Domestic Violence previously sat with the Violent Crime Group of the Safer Leicester Partnership, however the creation of a new Safeguarding Delivery Group in 2010, whose task it will be to oversee the effective performance of safeguarding vulnerable adults, has provided an opportunity to raise the profile of Domestic Violence as a key safeguarding issue.

This safeguarding group will have future responsibility

² to include CYPS, Housing, Community Safety- representatives to be agreed internally

³ to include CYPS, Adult Social Care, Community Safety- representatives to be agreed internally

⁴ to include Housing and Community Safety- representatives to be agreed internally

for overseeing the delivery of the Leicester Inter-Agency Domestic Violence Strategy, and as part of that will bring domestic violence service commissioning together under one branch of the LSP.

The Chair of LDVFP strategic group is a Councillor of Leicester City, identified with the support of the Cabinet Whip. Key stakeholders are invited to become members of the group and additional agencies may be invited to present papers as appropriate.

Each group within the structure of the LDVFP works to an annual delivery plan, under an agreed terms of reference, with a clear membership list, each of which can be accessed through the domestic violence co-ordinator

4.6. Groups

The steering group consists of service managers and senior officers who can input into planning and delivery of services required for the strategic vision to be realised. This group monitors progress against plans and reports to the strategic group on emerging gaps or areas where improvement is required. Additional working groups are established as necessary.

The Open Forum Network meets three times a year and is an opportunity for wider information sharing and consultation amongst practitioners and members of the general public interested in the area of domestic violence work. The mailing list for this Network incorporates all of the aforementioned group members and items of importance are distributed as necessary.

4.7. Membership

Members of the voluntary, statutory and commercial sectors are invited to join the work of the Domestic Violence Forum Partnership. There are a number of groups at operation level within LDVFP. These include:

- Publicity
- Data
- Cracking Conflict – Alternatives to Violence

Membership for these working groups is generally open to all members of the Open Forum Network (OFN). Participation is actively encouraged due to the inherent resource challenges the LDVFP faces. To ensure transparency, accountability and fairness, members are asked to:

- be part of an organisation that is signed up to the domestic violence strategy for Leicester and have a committed presence at the strategic level, and/or
- be clear that any work produced is for the use of LDVFP and not for single member agency use without prior permission of the LDVFP.

In addition to this, OFN members wishing to volunteer their time to operational groups on a voluntary and/or individual basis may be co-opted onto the group via consideration of the Chair of that group upon written submission outlining what is being offered to the group. OFN members should also demonstrate a commitment to the aims and terms of reference for the group in question by contributing to working group meetings and projects on a regular basis.

4.8. Finance & Resources

Leicester City Council fund and employ the post of domestic violence co-ordinator (with part time administrative support) for the LDVFP with an accompanying running costs budget of £15,000 to cover printing, campaigns and hospitality. LDVFP funds are held within Leicester City Council, and managed as stated within the Service Level Agreement between Leicester City Council and the LDVFP Strategic Group.

4.9. Staff

The LDVFP, through Leicester City Council, employs one full time domestic violence co-ordinator and a part time administrative assistant to aid the delivery of the Domestic Violence Inter-Agency Strategy. The successful delivery of the strategy is dependent upon the support of many agencies offering their staff time and other resources.



5 Analysis of Local Picture

5.1. For a copy of the latest data collection report and a summary of the consultation and training responses, together with a progress report on the first Domestic Violence Strategy, please see saferleicester.org/dv.

5.2. Summary of Key Findings

Scale

- Nearly 8,000 reports of domestic violence were made to the Police in 2008-09: this equates to around 20 reports made every day, and a 26% increase since 2006
- 24% of children referred to the Children and Young People's Duty & Assessment team are affected by domestic violence (three month snapshot from 2008)
- 22.2% of all reports to the Police in 2008-9 were from people identified as previously being a victim of a domestic violence incident (in the last 12 months), which is a reduction of 10% since 2005
- Over 200 victims of domestic violence assessed as being at very high risk of homicide or serious injury were supported by our Independent Domestic Violence Advisor Service in 2008-9
- The number of men completing perpetrator programmes increased by 145% (from 33-81) from 2006 to 2009
- In Leicester, analysis of homeless acceptances over the last six years shows that the main causes of homelessness includes domestic violence (16%), despite the number of cases reducing
- Between 2006 and 2008, there were 90 harassment cases dealt with by what was formally known as Leicester City Council Housing Management Service, half of which involved domestic violence

Who

- Those aged 16 - 24 experience the highest level of victimisation, making up 27% of victims recorded by voluntary and other non-police agencies (38% in police figures)
- Domestic violence is an issue that Refugee Action find presented in their advice sessions across all communities and the Forum received new requests in relation to domestic violence affecting Polish, Congolese, Chinese and Roma people in the city 2007-2009

- Reporting of domestic violence to the police and to non-police agencies roughly echoes the general census demographics in terms of ethnicity
- The gender of domestic violence victims for 2006-2008 was 77% female and 23% male
- Offenders of domestic violence remain mainly male over this period: 86% of offenders (Police data from the Domestic Violence Data Collection Report 2006-7 & 2007-08)
- Less than 10% of service users defined as being in a same sex relationship in 2007-08 (DVIRP). Police figures show less than 1% of reports involve a lesbian, gay, bi-sexual or transgender victim
- There are areas of the city that consistently feature having the highest reporting of incidents per 1,000 of the population. However, this is thought to be attributable to higher likelihood to report / be reported rather than necessarily higher prevalence. Areas thought to have 'under-reporting' include Knighton, Evington and Rushey Mead

Context

- Around 4% of all reports to police are estimated to be at very high risk of homicide or serious injury. This equates to 280 cases each year
- Domestic violence constitutes 32% of the violent crime taking place in the city (national indicator 20: assault with less serious injury)
- There is some indication that whilst reports are increasing, they are incidents of a lower level of violence
- The largest category of relationships is partner/ ex-partner, with family relationships the next prominent. The parent/child relationship features significantly (15%) in police figures
- Only 14% of practitioners feel very satisfied regarding their organisation's response to domestic violence (Symposium 2008)
- The domestic violence helpline in Leicester had an increase of 20% in service user calls between 2006 and 2009

- 143 very high risk cases were discussed at a Multi-Agency Risk Assessment Conference (MARAC) in 2008-09, featuring 250 children. Only 12% of MARAC cases were repeat referrals during 2008-09.
- Successful court outcomes were reached in 71.8% of Crown Prosecution Service cases in 2008-09 which represents an increase of nearly 5% since 2006
- 25% of those accessing the ASK service reported multiple perpetrators, not just one single perpetrator.

5.3. Areas requiring further information

Data on domestic violence is improving, with more organisations working to improve identification, flagging and monitoring systems. Several areas of information are still sparse. These include:

- Religion and belief
- Disability
- Parenting (adults experiencing or perpetrating domestic violence accessing parenting services)
- Context of young people experiencing domestic violence - in teen dating relationships; affected by parental domestic violence and/or perpetrating domestic violence against parents or caregivers
- Risk indicators and service needs of heterosexual, gay and bi-sexual men
- Local information on why people do not report to the police



6 Prevention

6.1. A number of information and awareness resources have been developed by the Forum in the past two year, including:

- ◆ An information booklet for parents and carers of children and young people
 - ◆ An information booklet for members of the public
 - ◆ An information booklet for practitioners
 - ◆ Options and key principles posters for practitioners
 - ◆ Leaflets and posters on reporting domestic violence: the 'Tell Someone About It' range, designed to be disabled, lesbian, gay and bi-sexual 'friendly'
 - ◆ Keyrings, water bottles and drink mats to encourage engagement and promote the helpline number,
 - ◆ 'Anonymous' lip balms with the helpline number
 - ◆ Safety cards
 - ◆ Perpetrator leaflet
- 6.2. Bi-annual domestic violence awareness campaigns are held in Leicester, and have been over the last eight years. Each year involvement grows and new materials are developed to raise the profile of the issue. As many materials are translated as possible and these are available electronically and in printed copy where appropriate.
- 6.3. There has been an increase in the amount of multi-agency training opportunities for practitioners, and those attending have reported a significant increase in knowledge and awareness – 62% in 2007 and 83% in 2008.
- 6.4. In 2008 the training sessions focused on issues of equality and covered working with men, disabled women experiencing violence from men they know; young people and domestic violence; and lesbian, gay and bi-sexual 'communities'⁵ and domestic violence. We also received support from Unite and Unison to deliver an event for local employers, encouraging them to see the benefits of getting involved with local domestic violence work, training employees and having an employee domestic violence policy in place.
- 6.5. Both Leicester City Council and the local NHS family have strengthened their employee domestic abuse policies. NHS Leicester City, NHS Leicestershire & Rutland and NHS Partnership Trust include domestic violence in their induction and mandatory training programmes and NHS Leicester City include a statement on domestic violence in job descriptions and contracts.
- 6.6. The Police are training all officers and staff up to the rank of Inspector in basic awareness of honour based violence and forced marriage. All domestic abuse investigation officers (DAIOs) are now detective investigators in recognition of the specialist nature of the role and the attendant support and training requirements.
- 6.7. Our multi-agency work with children and young people on prevention: Cracking Conflict – Alternatives to Violence (CC-AV), was shortlisted for a national Healthy Kids award in 2009 and has reached nearly 1,000 children and young people a year since 2007. 90% of children and young people receiving these sessions reported an increase in understanding of domestic violence or sexual violence. 60% reported a change in attitudes about violence in relationships and 85% reported an increase in knowledge about where to get help.
- 6.8. HOPE Training and Consultancy (a new private organisation in the region), together with the Police, lead on the production of a DVD resource on the issues of forced marriage and honour based violence.

Performance Indicator	Aim	06/07	07/08	% change from baseline	08/09	% change from baseline
Reports to police	Increase	6202	6588	+6%	7798	+26%
DVIRP helpline calls (service user)	Increase	365	484	+33%	439	+20%
CC-AV sessions held	Increase	35	65	+86%	40	+14%
CYP receiving CC-AV sessions	Increase	825	1191	+44%	837	+1.45%

⁵ This document has, for expediency, has used the term 'community' in places, but we recognise that people may not identify with any community/scene, are not homogenous and may define their identity in different ways at different times.

6.8. Impact on Service Users

“I understand domestic violence as you have taught us a lot”

Domestic violence workshop at Moat Community College 07/02/07

“know more about it and where to go for help”

Domestic violence workshop at Sir Jonathan North 08/02/07

“the open discussion with the group was the best part”

Sexual violence workshop at Lancaster Boys School 16/01/07

“since calling the helpline, I have seen a lot of change in my life and feel more confident talking about my problems”

Helpline caller, male victim, June 2007

“has given me an insight to what options I have available and know that there is help out there”

Helpline caller, March 2008

“excellent service – my life has changed for the better, thanks to DVIRP. I’m more prepared and want to help others.”

Helpline caller, July 2008

“very helpful service – it is a life saver!”

Helpline caller, February 2009

6.9. Finance

Money received from the St Matthews week of action funded the translation of the reporting leaflet into Somali. The Stay Safe Delivery Group of Children & Young People’s Services paid for the design, printing and translation of the new information booklet at £8,500.

The Violent Crime Delivery Group of the Safer Leicester Partnership supported each annual campaign at £6,000 per annum and domestic violence training for local practitioners in violent crime hot spot areas. More than £2,000 was generated through fundraising activities taking place as part of the campaigns.

Leicester City Council mainstreamed £10,000 pa for the Domestic Violence Co-ordination budget to support resource design, publication and distribution, networking events and general co-ordination activities.

The Local Safeguarding Children Board supported the Breakthru project and a networking event with a budget of £15,000 and a successful Children In Need application from DVIRP supports Breakthru for three years.

CC-AV received small amounts of funding from various sources, including Violent Crime Delivery Group, Child and Adolescent Mental Health Services and the Neighbourhood Renewal Fund. This project works on the basis of 0.25 of a full time post, with partner organisations offering facilitator and steering group support.

6.10. Areas for improvement:

- Sustained funding plan for CC-AV so that the issues are covered in every primary and secondary school, with specialist facilitators available in support
- Clarify the reporting and accountability relationships for the LDVFP
- Healthy relationships work with children and young people affected by domestic violence (perpetrating and having experienced) with YOS, Probation, Family Intervention Project (FIP) and DVIRP
- Ongoing development of targeted literature, particularly at potential perpetrators and for new communities
- Expand the community and employer profile
- Better links with the parenting agenda for early identification and support
- Increase engagement in midwifery, A&E, mental health, engagement in identification and preventative work

7 Support

7.1. Good support reduces the negative impact of domestic violence and can prevent further incidents. At the time the last strategy was written research was already emerging on the positive impact of integrated services that encourage early disclosure of domestic violence. Since then quality standards for domestic violence work have been promoted by Women's Aid and CAADA (Co-ordinated Action Against Domestic Abuse).

7.2. Independent Domestic Violence Advisors (IDVAs) are central to both the Multi-Agency Risk Assessment Conferences and the Specialist Domestic Violence Courts. They are present to ensure that the needs of the victim remain central to the process. CAADA report that these 20% of victims (those at high and very high risk of homicide or serious injury) represent 80% of the criminal justice costs of all cases of domestic violence.

There is a 'golden hour' where fast and appropriate intervention can be most effective – this is just after the initial report is made. It is about getting the response right first time.

7.3. In 2007 we introduced an IDVA service in Leicester, with an IDVA manager and three full time IDVAs, one being a specialist post for black and minority ethnic victims. In 2008-09 the IDVA service supported 224 high or very high risk victims of domestic violence.

7.4. The sanctuary type scheme we have in the city, ASK, allows victims to stay in their own home with additional emotional and physical security where safe to do so. The ASK service supported 123 people in 2007-08. 99% of service users expressed feeling safer as a result of this intervention and 82% reported that they had not experienced a repeat incident of domestic violence.

7.5. We expanded counselling options, developed a protocol across all of the domestic violence support services and started to look at improving the measurement of outcomes, including the satisfaction of victims.

7.6. HOPE training & consultancy, in partnership with the police, delivered a national conference to launch an intensive period of work on honour based violence, including forced marriage. DVIRP produced an information booklet for survivors of forced marriage and carried out a small programme of work on female genital mutilation.

7.7. The local refuges continue to support women and children fleeing violence, developing their services and increasing user involvement and staff training on equalities issues.

Supporting People services (housing related support via refuges and outreach) were market tested, allowing for members of the Forum's strategic group to incorporate best practice in the revised service specification to meet changing needs.

The Supporting People Commissioning Board took the decision to fund all clients accessing domestic violence support services across all tenures, including those with no recourse to public funds.

7.8. The Schools Admission Policy now includes provision for families affected by domestic violence and domestic violence is now considered as a priority under admission arrangements for city schools.

The Home to School Transport Policy of the city council now includes provision for children under 16 who have had to move due to domestic violence.



Performance Indicator	Aim	06/07 (baseline)	07/08	% change from baseline	08/09	% change from baseline
ASK referrals	Increase	94	120	+28%	162	+72%
ASK service users increase skills and knowledge	Increase	89%	80%	-9%	95%	+6%
ASK service users feel safer	Increase	96%	94%	-2%	98%	+2%
ASK service users no repeat incidents	Increase	83%	78%	-5%	90%	+7%
IDVA service referrals	Increase	-	23 Jan-Mar	N/A	224	Baseline year
IDVA service no repeat incidents	Increase	-	N/A	N/A	86% ⁶	Baseline year

7.9. Impact on service users

“A big thank you to the project!”

ASK recipient April 2008

“Feel safe in my home, response time was very quick”

ASK recipient September 2008

“Without your support I would not have taken the injunction forward”

IDVA service user 2007-08

“If you had not believed me I would never have reported the abuse again, as I have had negative response from other statutory agencies”

IDVA service user 2007-08

“I would like to work in the DV field in future so I can make a difference like you have made to my life”

IDVA service user 2007-08

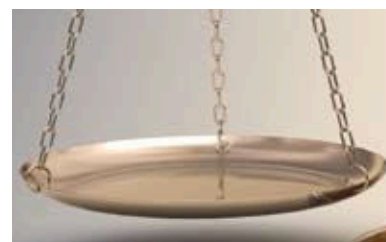
7.10. Finance

All Housing Related Support Services were sustained throughout 2007-09 from the Supporting People Fund, for which the Local Authority is the accountable authority. The total for this for 2008-09 was £2,362,568. Social Care & Safeguarding Grant Contracts from Leicester City Council continued their support of children’s work in two refuges and a contribution to the domestic violence helpline. £16,000 for ASK per annum was secured from the homelessness grant held by Leicester City Council. The Ministry of Justice gave £40,000 for IDVA services in 2007-08 and £30,000 in 2008-09. The remaining funding for the IDVAs came from the Safer Leicester Partnership (Neighbourhood Renewal Fund) and Government Office East Midlands (£60,000 in 2008-09).

7.11. Areas for Improvement

- Sustainability of IDVA services
- Partnership funding of IDVA services by Health, Police and Local Authority
- Protection of outreach service levels
- Expansion of ASK budget
- Expansion of domestic violence support focussed on worklessness
- Further multi-agency training on awareness, equalities and risk
- Knowledge base for supporting young people using or at risk of violence in their close relationships
- Knowledge of what works/ is needed for male victims
- Knowledge of what works/ is needed for LGBT victims /survivors / perpetrators
- Service user involvement
- Multi-agency debrief system for sharing lessons learnt on challenging cases
- Referral and assessment exchanges between agencies to be streamlined
- Mandatory training for frontline health professionals from Housing and CYPs practitioners

⁶ Only 29 evaluations were completed



8 Protection

8.1. Domestic violence continues to feature in a significant amount of adult and child deaths. It is a safeguarding issue for both adults and children. Domestic violence has one of the highest rates of repeat incidents. Whilst having a relatively low number of domestic violence homicides in Leicester, these cases still form a significant proportion of the total number of homicides in the city and have a devastating impact.

Domestic Violence Homicides ⁶

8.2. On average two people are murdered every year in Leicester as a result of domestic violence. We cannot say for sure that this represents all deaths attributable to domestic violence as these are not easily identifiable (e.g. suicide).

For example, it has not been possible to include the number of domestic violence manslaughters recorded by the police in the last four years.

8.3. Whilst the criminal justice system is a key route for reducing domestic violence it has inherent challenges in terms of the dynamics and context of domestic violence and standard legal evidential requirements. These challenges have necessitated innovative and joint working, such as that around Multi-Agency Risk Assessment Conferences and the use of head cameras for police call outs.

A MARAC is a one off meeting whereby those at the highest level of risk of homicide or serious injury (but not under the care of Multi-Agency Public Protection Arrangements) are discussed and new interventions agreed in order to reduce that risk.

MARACs have evidenced significant improvements in safety in what are often cases with the highest levels of reoccurrence.

There has been a series of evaluations of MARAC systems, and more detail is available on the CAADA website: www.caada.org.uk

8.4. The Specialist Domestic Violence Court Programme has similarly evidenced strong outcomes across the country, with better use of court time, more people brought to justice and better satisfaction for victims. An SDVC has 12 core components that embed the court in a co-ordinated community response. These include ensuring that there are sound inter-agency protocols in place, sufficient support services for victims and children and appropriate interventions for perpetrators.

At the court itself, staff are trained in domestic violence and an IDVA is present to offer support to the victim at an early stage. A Specialist Domestic Violence Court commenced in Leicester in February 2009 and received accreditation in March 2009. The court sits weekly within the Magistrates Court and aims to hear all domestic violence cases (it currently hears around 11 cases week).

8.5. Perpetrator programmes have evidenced positive outcomes in American research, and longitudinal studies have now begun to take place in the United Kingdom. In an American longitudinal study, at the 30 month follow up 80% of men on the programmes had not used violence in the past 12 months.

At the 48 month follow up 90% had not used violence in the past 12 months and 75% had not used violence in the previous 2.5 years.

⁶ Manslaughter, like murder, is the unlawful killing of another human being. However, manslaughter does not require the intention to kill or cause serious harm, whereas murder does. The term homicide incorporates both murder and manslaughter.

- 8.6. Leicestershire and Rutland Probation Trust paid significant attention during 2007-09 to the supply and demand issues of the Integrated Domestic Abuse Programme; which is the accredited perpetrator programme delivered in Leicester. There was an increase in the number of staff trained to be group tutors and groups subsequently ran on evenings and weekends
- 8.7. The Local Safeguarding Children Board developed a domestic violence work plan which included development of inter-agency protocols, frameworks for commissioning support services for children affected by domestic violence and a series of best practice and networking events.
- 8.8. The police introduced a new recording mechanism for honour based violence, invested in staff and created two Inspector posts for domestic abuse, one for the city and one forcewide.
- The police also delivered a headcam project that produced better outcomes within the confines of the trial than any other Force in the country and in 2008 implemented the MARAC system across Leicester, Leicestershire and Rutland. The police took the lead for MARAC co-ordination, in line with national guidance. Leicester City Council led on an information sharing agreement for the MARAC to cover the sharing of personal data in relation to domestic violence.
- 8.9. The NHS delivered training and workshops on self harm and suicide for BME (black and minority ethnic) women and have instigated a number of changes through the human resources department, supporting a number

of staff around disclosures. NHS Leicester City funded a specialist domestic violence nurse to support the MARAC process in Leicester City Community Health Services.

8.10. Impact on service users

"Listening to other men talk about their experiences made me feel that I wasn't the only one with problems"

"In the past its been easy to just blame the drink, but I can see that it wasn't all down to alcohol, there was a lot going on in my head"

"I didn't think it would be any use to me but it is. I am not in a relationship at the minute but have used the learning with other situations. I am grateful to the staff and group"

"The programme has really helped me. When I started the group I thought I should not be here because it was her fault. I can see now that it was me. We can talk about things more now and I know how to listen"

(Men from IDAP groups)

Performance Indicator	Aim	06/07 (baseline)	07/08	% change from baseline	08/09	% change from baseline
IDAP Requirements	Increase	93	163	+75%	182	+97%
IDAP Commencements	Increase	55	95	+73%	118	+115%
IDAP Completions	Increase	33	58	+76%	81	+145%
Repeat Victimisation (all police reports)	Decrease	23%	27.7%	+4.7%	22.2%	-0.8%
CPS Successful Court Outcome *	Increase	66.9%	74.5%	+7.6%	71.8%	+4.9%
MARAC repeats	31%	-	-	-	12%	Baseline year
Victims feeling safer	>70%	-	-	-	80%	Baseline year
MARAC actions completed	>90%	-	-	-	100%	Baseline year
Number referrals meeting criteria not accepted	<25%	-	-	-	30 or 20.97%	Baseline year

* Leicestershire courts figure

8.11. Finance

The police mainstreamed the cost of the MARAC co-ordinator and elements of the running budget. Probation resourced their additional capacity and employed an additional women's safety worker for IDAP, with the Safer Leicester Partnership assisting with one additional group in 2007-08 for £9,000. The Specialist Domestic Violence Court work was supported by GOEM and there is a commitment in place until 2012 with contributions from Leicester City Council, Police, Her Majesty's Court Service and the County Council (for one full time SDVC Co-ordinator to cover Leicester and Loughborough Courts).

8.12. Areas for Improvement

- Information on factors featuring in repeat MARAC cases
- Identification and recording of repeats
- Identification and flagging of domestic violence cases
- MARAC capacity/ city specific MARAC
- Civil justice route information
- Expansion of interventions for perpetrators
- Multi-agency training and interventions surrounding alcohol and drugs misuse
- Links with sexual violence
- Make use of integrated offender management developments in regard to domestic violence perpetrators
- Health to sign up to ISA



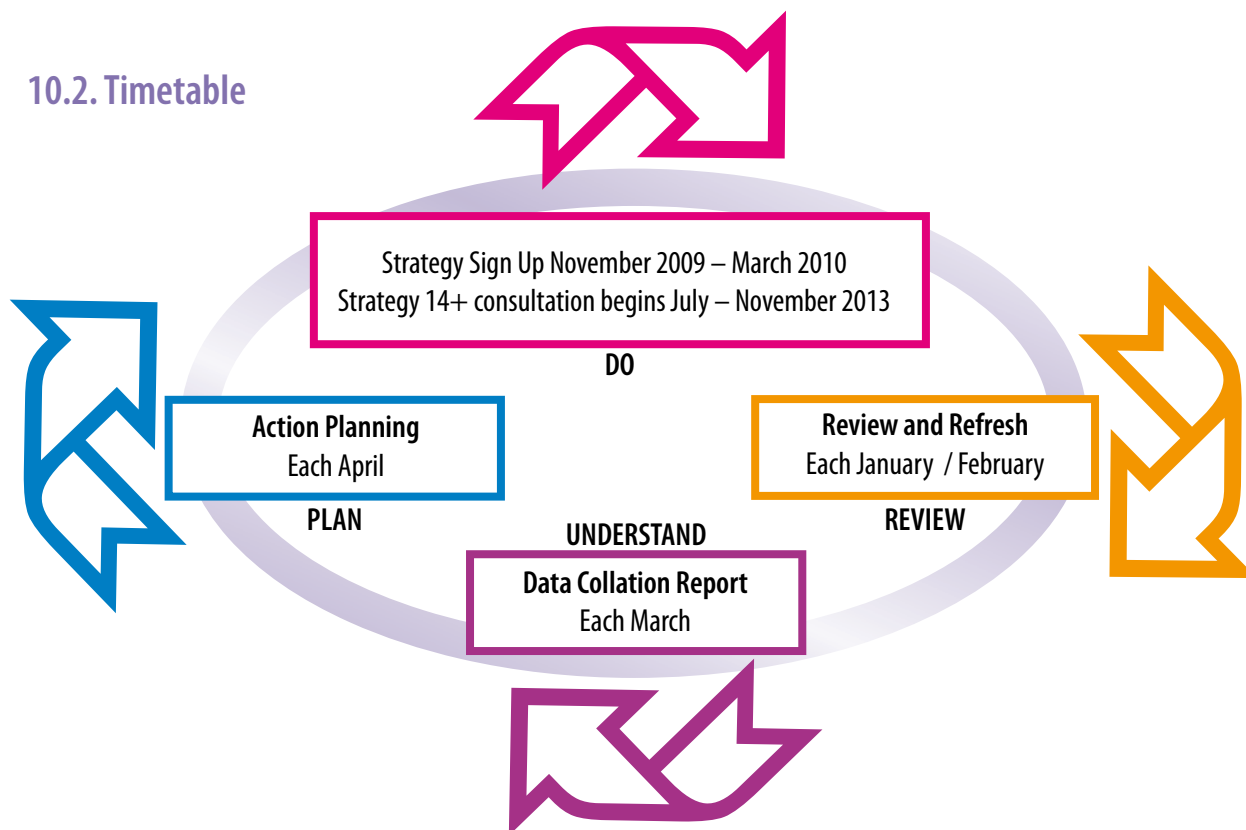
9 Areas for Improvement 2009-2014

<p>PRIMARY OBJECTIVE 1 Sustain and develop campaigning and promotional activity.</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Preventative work with young people b) Raise profile of local services c) Challenge tolerance in communities d) Expand work with employers
<p>PRIMARY OBJECTIVE 2 Improve strategic commitment and response to domestic violence through the LDVFP.</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Longer term funding for core services b) Improve staff confidence in identifying and managing risk c) Further multi-agency training/debrief opportunities d) Clarify links and accountability relationships for the LDVFP e) Establish cross linkages with other strategies, including Parenting
<p>PRIMARY OBJECTIVE 3 Improve performance on equality and diversity</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Activity around 'honour' based violence b) Improve pathways for LGBT and disabled victims of DV c) Continue to develop targeted literature
<p>PRIMARY OBJECTIVE 4 Improve the evidence base</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Gather more equality data b) Collate outcome data c) Increase frequency of reports d) Establish system for service user involvement
<p>PRIMARY OBJECTIVE 5 Sustain current levels of support for victims.</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Increase capacity & stability in the support sector b) Co-located teams c) Better links with sexual violence and worklessness d) Increase MARAC capacity and effectiveness e) Further work on parenting, and alcohol
<p>PRIMARY OBJECTIVE 6 Increase capacity for best practice interventions for perpetrators</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Increase capacity of accredited programmes and one to one interventions following best practice b) Explore interventions for young people/young adults using DV behaviours c) Multi-agency training, including drug and alcohol use
<p>PRIMARY OBJECTIVE 7 Sustain and develop therapeutic and preventative work with children and young people</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Sustain and expand CC-AV into more primary and all secondary schools b) Work with young people using and experiencing DV
<p>PRIMARY OBJECTIVE 8 Improve Court response</p>	<p>ACTIONS</p> <ul style="list-style-type: none"> a) Increase performance of the SDVC b) Improve links with civil justice routes

10 Moving Forwards

10.1. The strategy will be delivered by the structures outlined earlier in this document. More detailed action plans for specific areas will be published as they are developed on the saferleicester.org website. There will be an annual refresh of the overarching delivery plan in line with the following schedule.

10.2. Timetable



10.3. Prioritising Actions

To prioritise actions the Forum will take into account the findings of the self-assessment (appendix 1) and in particular those areas identified as at the lowest level of performance:

- Organisations build a strong evidence base of positive outcomes;
- Organisations to identify manage and reduce the risk of (further) harm to staff, volunteers and service users, sharing information (personal and anonymous) appropriately in a safe manner;

and other areas emerging from the consultation process.

Appendices

1 Self Assessment

STRATEGIC OBJECTIVES SELF ASSESSMENT	2007	2009
PREVENTION		
Children and young people to receive education related to domestic violence and healthy relationships	Working towards	Some success
Children, young people and adults affected by domestic violence are identified and receive appropriate interventions	Working towards	Some success
Adults to have a basic understanding of domestic violence issues and the resources available	Some success	Some success
Organisations have a local understanding of the issues of domestic violence	Some success	Some success
SUPPORT		
Organisations to recognise the issue of domestic violence and make a commitment to take appropriate responsibility for the welfare of their clients and employees	Some success	Some success
Public sector organisations to actively engage in partnership work on domestic violence, including making a commitment to the domestic violence forum/partnership at all appropriate levels	Some success	Some success
The Leicester Domestic Violence Forum Partnership (LDVFP) to ensure that there is accessible, appropriate and sufficient, good quality specialist and general provision for people affected by domestic violence	Working towards	Some success
Organisations build a strong evidence base of positive outcomes	Gap identified	Working towards
PROTECTION		
Those aware of domestic violence, suffering from domestic violence or perpetrating domestic violence seek assistance at an early stage	Working towards	Some success
Employees to have the skills, knowledge and confidence to identify domestic violence and take appropriate measures	Working towards	Some success
Organisations to identify, manage and reduce the risk of (further) harm to staff, volunteers and service users, sharing information (personal and anonymous) appropriately in a safe manner	Gap identified	Working towards
Multi-agency systems and protocols in place for risk management and safety planning of high-risk domestic violence victims	Gap identified	Some success

2 Acronyms

- ASK** Additional Security Keepsafe (Sanctuary type scheme)
- CC-AV** Cracking Conflict – Alternatives to Violence
- CDRP** Crime and Disorder Reduction Partnership (Safer Leicester Partnership)
- CPS** Crown Prosecution Service
- CSPB** Community Safety Programme Board
- DVIRP** Domestic Violence Integrated Response Project
- DAIOs** Domestic Abuse Investigation Officers (Police)
- GOEM** Government Offices for the East Midlands
- HMCS** Her Majesty's Court Service
- IDVA** Independent Domestic Violence Advisor(s)
- LAA** Local Area Agreement
- LCC** Leicester City Council
- LDVFP** Leicester Domestic Violence Forum Partnership
- LGA** Local Government Association
- LCJB** Local Criminal Justice Board
- LSCB** Local Safeguarding Children Board (previously ACPC: area child protection committee)
- LPSA** Local Public Service Agreement
- MARAC** Multi-Agency Risk Assessment Conference
- PCT** Primary Care Trust
- SDVC** Specialist Domestic Violence Court
- SLP** Safer Leicester Partnership (City CDRP)

3 Domestic Violence in Leicester – Our Vision

Domestic violence can affect anyone at anytime, anywhere across the city. We want to create a city where no matter how you are affected by domestic violence, you receive support and protection.

We want to create a city of healthy, safe and thriving relationships. Everyone has a role to play in this: friends, family and neighbours.

For a full copy of the Leicester Inter-Agency Domestic Violence Strategy 2009-2014, please contact the Safer Leicester Partnership on 0116 252 6667.

**The Leicester Domestic Violence Helpline number is 0116 255 0004.
You CAN do something about it.**



Prevention



Think domestic violence is unacceptable

Create and encourage healthy relationships



Create a more equal society

Spotting the signs



Notice something is wrong

Ask

Respond appropriately



Knowing what to do

Know the risks

Offer support

Signpost

Know the options

Staying safe



New life skills

Confidence building

Financial independence

Counselling

Rebuilding

Healthy relationships

Safe and supported accommodation

Perpetrator work

Emotional support

Police action

Protection Orders

Services work together

Reducing harm

Useful numbers



family ♦ friends ♦ doctor ♦ police ♦ neighbours ♦ tutors ♦ colleagues ♦ housing ♦ probation ♦ nurses ♦ health visitors ♦ teachers

4 Delivery Plan 2009-2010

Working document

Primary Objective 1

Sustain and develop campaigning and promotional activity

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Strengthen preventative work with young people ■ Raise profile of local support services ■ Deliver public events in local neighbourhoods and city centre ■ Improve knowledge and skills of practitioners ■ Challenge tolerance of communities ■ Expand work with employers 	● Deliver 2009 campaign	SMcB
	● Attend community ward meetings prior to the campaign with stalls/ presentations	SMcB
	● Secure visible profile in the city centre for the campaign	SMcB
	● Support the HOPE honour based violence conference	PW
	● Develop 'Communities against domestic violence' poster series	SMcB
	● Explore feasibility of embedding commitment to domestic violence issues in job descriptions and person specifications (based on local NHS model of good practice)	CD
● Training 20 Leicester City NHS human resources staff	CD	

Performance Indicators

1.1 Police reports

1.2 Number of calls to the helpline

1.3 % of attendees for campaign events who feel that their knowledge and skills have increased due to the event

Primary Objective 2

Improve strategic commitment and response to domestic violence through the LDVFP

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Agree and promote the Inter-Agency Strategy ■ Longer term funding plan for core services ■ Improve staff confidence in identifying and managing risk ■ Expand multi-agency training and lesson share opportunities ■ Clarify links and accountability of LDVFP within LSP (Leicester Strategic Partnership) ■ Expand cross linkages with other strategies, including parenting 	<ul style="list-style-type: none"> ● Establish commissioning principles for domestic violence services ● Complete snapshot audit with parenting groups on context of domestic violence experienced ● Develop practitioner ‘essentials’ cards with risk indicators listed ● Deliver multi-agency training opportunities on domestic violence and risk ● Develop a financial plan for the strategy ● Publish a new domestic violence strategy and promote as necessary 	<p>SMcB</p> <p>CD</p> <p>SMcB</p> <p>SMcB</p> <p>AH</p> <p>SMcB</p>
<p>Performance Indicators</p> <p>1.1 Number of staff attending multi-agency risk training on domestic violence</p> <p>1.2 Number of staff receiving domestic violence awareness training</p> <p>1.3 Number of agencies submitting business cases for joint funding of domestic violence services</p>		

<h2>Primary Objective 3</h2> <p>Improve performance on equality and diversity</p>		
Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Co-ordinate and progress activity around 'honour' based violence ■ Improve pathways for LGBT victims ■ Improve pathways for disabled women ■ Develop targeted literature for victims, perpetrators, children and third parties focussing on equalities strands 	<ul style="list-style-type: none"> ● Complete EIA and action plan for the SDVC, strategy and YP project 	SMcB
	<ul style="list-style-type: none"> ● Review notes from the HOPE HBV conference 	PW
	<ul style="list-style-type: none"> ● Review findings from the NHS work with gypsy and traveller women 	CD
	<ul style="list-style-type: none"> ● Develop new information booklet for young adults 	SMcB
	<ul style="list-style-type: none"> ● Review findings from police consultation on barriers for LGBT victims reporting and agree joint actions 	PW
	<ul style="list-style-type: none"> ● Review which statutory partners have a forced marriage champion at board level 	PW
	<ul style="list-style-type: none"> ● Consider health research into experiences of lesbian women and domestic violence 	CD
	<ul style="list-style-type: none"> ● Clarify links to regional NRPF network 	MA
	<ul style="list-style-type: none"> ● Deliver workshop on equalities monitoring connected to the symposium 	SMcB
	<ul style="list-style-type: none"> ● Language audit 	SMcB
<p>Performance Indicators</p> <p>3.1 Number of EIAs completed</p> <p>3.2 Number of new resources and events delivered relating to particular equality strand</p> <p>3.3 Number (%) of LGBT victims accessing support services</p>		

Primary Objective 4

Improve the evidence base

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Gather more equalities data ■ Report on data more frequently ■ Collate and improve outcome data ■ Establish system for collating service user feedback 	<ul style="list-style-type: none"> ● Establish a system for quarterly reports from the data harmonisation group ● Establish quality assurance and evaluation group for MARAC ● Make a business case for using the unique identifier software and promote adoption ● Update the DV1 data set for equalities monitoring ● Update the DV1 data set for drug and alcohol issues ● Pilot validated outcome measures for improvements in health and well being for support services ● Write a data management strategy ● Map domestic violence data sources ● Produce the annual data report for 2006-2008 and 2008-09 	<p>CD</p> <p>PW</p> <p>CD</p> <p>SMcB</p> <p>SMcB</p> <p>CD</p> <p>CD</p> <p>SMcB</p> <p>CD</p>

Performance Indicators

- 4.1 Number of agencies submitting domestic violence data
- 4.2 Number of agencies using unique identifier software
- 4.3 Number of domestic violence data reports produced

Primary Objective 5

Sustain current levels of support for victims

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Increase capacity and stability of support services ■ Sustain current levels of refuge bed spaces ■ Establish best practice principles for parenting programmes in relation to domestic violence ■ Improve links between sexual violence and domestic violence services ■ Further assessment of support needs of men ■ Expand integration of services where appropriate ■ Improve work to support employment, training and education of victims ■ Increase MARAC capacity 	<ul style="list-style-type: none"> ● Financial plan created to establish longer term funding arrangements ● Introduce DASH 2009 ● Integrate referral processes where possible ● Establish 'worklessness' specific support post/IDVA ● Support best use of refuge and outreach services ● Map support services ● Update the support services protocol ● Explore joint volunteering promotion project ● Establish close links between IDVA and any ISVA ● Embed domestic violence training to all parenting group facilitators ● Deliver parallel parenting group to young perpetrators group 	<p>AH</p> <p>PW</p> <p>MA</p> <p>SP</p> <p>MA</p> <p>PR</p> <p>PR</p> <p>SMcB</p> <p>MA</p> <p>AC</p> <p>JF</p>
<p>Performance Indicators</p> <p>5.1 Number of women accessing HRSS</p> <p>5.2 Number of women reporting an improvement in health and well-being following attendance at HRSS (support group and refuge)</p> <p>5.3 Number of victims reporting an improvement in health and well being following IDVA support</p> <p>5.4 Number (%) of victims reporting no further incidents following ASK intervention</p> <p>5.5 Number (%) of reports to the police that are repeat incidents for victims</p> <p>5.6 Number (%) of victims reporting no further incidents following MARAC (NI 32)</p> <p>5.7 Number (%) of MARAC referrals meeting threshold but not being heard</p> <p>5.8 Number (%) of victims engaging with IDVA</p>		

Primary Objective 6

Increase capacity for best practice interventions with perpetrators

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Embed and develop the 'IDAP one to one' programme in line with best practice findings ■ Increase capacity of IDAP groups ■ Improve the collation of outcome data from perpetrator interventions ■ Explore interventions with young perpetrators ■ Explore options for non court mandated perpetrator work ■ Increase literature/interventions aimed at perpetrators ■ Expand work with fathers ■ Embed cross training on drug and alcohol issues 	<ul style="list-style-type: none"> ● Pilot the Respect toolkit for young people ● Train practitioners as facilitators for work with young people on DV ● Perpetrator grading on risk (Police) ● Disseminate findings from the young persons project and highlight future actions required ● Support offender managers to deliver IDAP one to one ● Develop and promote perpetrator leaflet ● Progress drug and alcohol (DV) joint activities (data, training, resources) 	<p>JF</p> <p>SMcB</p> <p>JFy</p> <p>SMcB</p> <p>JW</p> <p>SMcB</p> <p>AM / EM</p>

Performance Indicators

- 6.1 Number of referrals for IDAP
- 6.2 Number of men commencing IDAP
- 6.3 Number of men completing IDAP
- 6.4 Number of young people referred to 'healthy relationships' group
- 6.5 Number of young people commencing 'healthy relationships' group
- 6.6 Number of young people completing 'healthy relationships' group
- 6.7 Number (%) of young people showing improvement in behaviour following 'healthy relationships' group
- 6.8 Number (%) of young people showing improvement in attitudes/awareness following 'healthy relationships' group

Primary Objective 7

Sustain and develop therapeutic and preventative work with children and young people

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Expand CC-AV work in primary schools ■ Sustain CC-AV work in secondary schools ■ Expand the facilitator base for CC-AV (including teachers) ■ Sustain the support group capacity for children and young people affected by domestic violence following best practice ■ Promote the commissioning of best practice services for children and young people affected by domestic violence across the windscreen of need 	<ul style="list-style-type: none"> ● Expand the work of CC-AV in primary schools ● Establish a fee structure for schools and hostels ● Submit a business case to the CYPSP for core funding ● Progress the commissioning guides and best practice documents with LSCB following city split ● Explore a domestic violence protocol for schools in Leicester ● Confirm a speaker relating to prevention at the annual symposium ● Expand preventative and targeted interventions with vulnerable groups at risk, including young offenders 	<p>NF</p> <p>NF</p> <p>SMcB</p> <p>CD</p> <p>CT</p> <p>SMcB</p> <p>NF</p>
<p>Performance Indicators</p> <p>7.1 Number of children and young people receiving CC-AV sessions</p> <p>7.2 Number of partner agencies supporting CC-AV</p> <p>7.3 Number of CC-AV sessions delivered</p> <p>7.4 Number of primary schools supporting CC-AV</p> <p>7.5 Number of secondary schools supporting CC-AV</p> <p>7.6 Number of non-school settings supporting CC-AV</p>		

Primary Objective 8

Improve the court response to domestic violence

Secondary Objective	Actions	Lead
<ul style="list-style-type: none"> ■ Increase performance of the SDVC ■ Improve access to civil justice ■ Clarify contact centre provision 	<ul style="list-style-type: none"> ● Embed the SDVC process ● Undertake a self assessment against the core components 6-9 months after court start date ● Complete an EIA for SDVC ● Clarify new governance arrangements with LCJB ● Map contact centre provision and associated issues ● Explore system for acknowledging and promoting local solicitor firms expertise in domestic violence partnership work (family law and immigration) ● Expand the number of victims supported with a DIY injunction ● Explore the use of ASBOs as a MARAC intervention 	<p>KS</p> <p>KS</p> <p>SMcB</p> <p>DP</p> <p>AC</p> <p>SMcB</p> <p>MA</p> <p>PW</p>
<p>Performance Indicators</p> <p>11.1 Number (%) of successful court outcomes (CPS)</p> <p>11.2 Number (%) of victims engaging with IDVA service through SDVC</p> <p>11.3 Number of cases heard within SDVC</p> <p>11.4 Number of victims supported to obtain an injunction (protection order)</p>		

5 Measuring Improvement - Key Performance Indicators 2009-2010

Strategic Objective	Indicator	Lead	Baseline 2008-9	Desired direction of travel	Target for 2009-2010
2.1, 2.2	Number of staff receiving training on domestic violence	SP PW SMB	LCC (25) Police (342) Forum (92)	Upwards	50 350 100
1.2	Number of calls to the domestic violence helpline (service user)	MA	439	Upwards	500
1.1	Number of domestic violence incidents reported to the police	SP	7,798	Upwards	8,000
8.1	Crown Prosecution Service % of Successful Court Outcomes	SP	71.8%	Upwards	73%
6.3	Number of men completing IDAP	AC	81	Upwards	85
5.5	% of repeat victimisation incidents amongst all reports made to Police	PW	22.2%	Downwards	22%
7.1	Number of CYP receiving CC-AV sessions	NF	837	Upwards	1,500
5.5	% of MARAC cases that are repeats	PW	12%	Upwards	31%
7.3	Number of CC-AV sessions delivered	NF	40	Upwards	50
5.7	Number of victims engaging with IDVAs	MA	144	Upwards	200
5.1	Number of victims accessing HRSS	AA		Baseline year	48 (refuge) 80 (floating support)
3.2	Number of equalities focused materials/events	SMB	5 events 1 material	Upwards	6
4.1	Number of agencies submitting routine DV data (full and partial DV1)	CD		Upwards	6

6 Cross Linkages

Source	Link	DV Strategy Link
Parenting Action Plan 2009-2010	<p>3.7 Improve identification and support to parents where is/has been DV, substance misuse, offending or mental health issues – develop Living with Teenagers programme</p> <p>3.9 as above – Build on joint consultation with DV and parenting workers to identify service improvements</p> <p>3.15...Further develop parenting and family support for parents of older children/ young people – develop groupwork materials</p> <p>5.1...Standardise approach to delivering sex and relationships training for parents</p> <p>5.2 Improved information available for parents about support services available and how to access them</p> <p>6.5 Ensure there are sufficient workers across agencies who are trained to deliver evidence based parenting programme – including training input from DV support services</p>	
Children and Young Peoples Plan 2009-10	Ensure positive impact of domestic violence action plan and strategy on children and young people and their families	7a 7b
Safer Leicester Partnership Strategic Assessment Summary & Partnership Plan 2009	Ensure sustained domestic violence provision and improve reporting of domestic violence	5a, 5b, 5c, 5d, 5e, 1a, 1b, 1c, 1d,
Leicestershire & Rutland Probation Trust Annual Business Plan 2009/10	Contribute to the reduction in the use of short term custodial sentences	6a 6b 6c
Leicester, Leicestershire & Rutland Mental Health Promotion Strategy	Tackling Violence and Abuse	1c, 1d, 2e, 5e
NHS Domestic Violence Strategy	All	1b, 1c, 1d, 2b, 2c, 2e, 3a, 3b, 3c, 5e
Youth Justice Plan	<p>Improving victim satisfaction</p> <p>Safeguarding</p> <p>Risk of serious harm</p>	1a, 1b, 1d 2b, 2c, 2d 3a, 3b, 3c, 3d

7 Equality Impact Assessment *

Equality Impact Assessment	
Name of service, function or policy	Leicester Inter-Agency Domestic Violence Strategy 2009-14
Date of assessment	Start date: June 2009 Completion date: August 2009
Lead officer & contact details	Stephanie McBurney 0116 252 8565 (internal 29 8565) Stephanie.McBurney@leicester.gov.uk
List others involved in the assessment	LDVFP members / Sukhi Biring, LCC Equality Officer

Stage 1: Scope the Terms of Reference

The first stage of beginning the EIA is to reflect on the current service/function or policy and its impact on the six equality strands.

Equality and diversity issues	
<p>What are the equality and diversity issues in relation to the service, function or policy?</p>	<p>Societal inequality is used as a tool of abuse in domestic violence and can be a cause of domestic violence.</p> <p>We know that under identification and reporting (of domestic violence) is a significant issue across society, and can particularly be an issue for older people, people with disabilities, those from black & minority ethnic communities, and those who identify as lesbian, gay, bi-sexual or transgender. This can be due to viewing agencies as unsympathetic and judgemental, the shame and stigma that can surround disclosure of domestic violence, safety concerns, a lack of faith in receiving an appropriate response, a lack of awareness of options available and the potential isolation post disclosure.</p> <p>Awareness of services is an issue across the equality strands as people need to feel that they can identify that information is for them, be able to access that information and understand what options are available. Visibility is a significant issue for people affected by domestic violence. It is something many societies would not wish to acknowledge. Secrecy can be actively employed as part of the abuse and all areas of potential power imbalance exploited by the perpetrator(s).</p> <p>Age: We know that domestic violence happens across all ages, although reports to Police tend to be more common in the 16-24 and 25-34 age ranges. The LDVFP definition of domestic violence does not restrict domestic violence to a specific age group. The cross departmental government definition of domestic violence, which is the same as the ACPO (Association of Chief Police Officers) definition, specifies incidents occurring 'between adults' (those aged 18 and over). Locally, there is commitment to gather statistics outside of this definition in relation to victim and perpetrator in order to increase the likelihood of appropriate support services being offered and also to gather trend data. There can be high levels of acceptance of domestic violence amongst both younger and older adults.</p> <p>Disability: There may be particular practical barriers in relation for disabled people to making a report of domestic violence to the police and following such a complaint through to court. National research from the last couple of years indicates high levels of prevalence of domestic violence amongst people identifying as disabled, and that identification/ appropriate support is not received whether seeking help via a disability organisation or a domestic violence organisation.</p>

* Actions have been incorporated into the delivery plan

(CONTINUED)

Equality and diversity issues

	<p>Ethnicity: Amongst all ethnic groups there can be a high tolerance of domestic violence. For both new and established communities in Leicester there can be a tolerance of domestic violence and a desire to keep such matters within the private, family or community sphere. There can be specific language and immigration barriers.</p> <p>Gender: Domestic violence is predominantly perpetrated by men against women. Gender is an issue within domestic violence whether that abuse is taking place in a heterosexual or same sex intimate partner relationship or a familial relationship.</p> <p>Religion / Belief: Religion can be misused to justify or condone domestic violence, and it can be misinterpreted as a duty to stay in the relationship regardless of the level of harm. Victims and witnesses may also choose to talk about domestic violence with religious / belief leaders rather than the police / other agencies.</p> <p>Sexual Orientation: Research is scant, but what has taken place indicates that domestic violence takes place in similar levels in lesbian and gay relationships as it does within heterosexual relationships. There can also be homophobic or bi-phobic domestic violence where a family member is targeted for abuse because of their sexual orientation. Lesbian women and gay women or men may also experience domestic violence from a partner from a previous heterosexual relationship. As noted above, we know that domestic violence is under reported to the police by those experiencing same sex domestic violence in their intimate partner relationships.</p>
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Terms of reference

Terms of reference/scope for the EIA	This EIA will cover all six equality strands and the breadth of this strategy. Specific EIAs will be completed for certain initiatives referred to within the document.
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Stage 2: Preliminary Assessment

PART 1:

Information on the service/function or policy

What are the aims/objectives /purpose of the service or policy?	<p>STRATEGIC OBJECTIVES</p> <p>Prevention</p> <p>[a] Children and young people to receive education related to domestic violence and healthy relationships.</p> <p>[b] Children, young people and adults affected by domestic violence are identified and receive appropriate interventions.</p> <p>[c] Adults to have a basic understanding of domestic violence issues and the resources available.</p> <p>[d] Organisations have a local understanding of the issues of domestic violence.</p> <p>Support</p> <p>[a] Organisations to recognise the issue of domestic violence and make a commitment to take appropriate responsibility for the welfare of their clients and employees.</p> <p>[b] Public sector organisations to actively engage in partnership work on domestic violence, including making a commitment to the domestic violence forum/partnership at all appropriate levels.</p>
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Information on the service/function or policy (CONTINUED)

What are the aims/objectives /purpose of the service or policy?	<p>Support</p> <p>[c] The Domestic Violence Forum Partnership to ensure that there is accessible, appropriate and sufficient, good quality specialist and general provision for people affected by domestic violence</p> <p>[d] Organisations build a strong evidence base of positive outcomes</p> <p>Protection</p> <p>[a] Those aware of domestic violence, suffering from domestic violence or perpetrating domestic violence to seek assistance at an early stage</p> <p>[b] Employees to have the skills, knowledge and confidence to identify domestic violence and take appropriate measures.</p> <p>[c] Organisations to identify manage and reduce the risk of (further) harm to staff, volunteers and service users, sharing information (personal and anonymous) appropriately in a safe manner.</p> <p>[d] Multi-agency systems and protocols in place for risk management and safety planning of high-risk domestic violence victims.</p>
What are the key performance targets/ indicators for the service or policy?	<ul style="list-style-type: none"> • Staff receiving training on domestic violence • Reporting of domestic violence to the police • Crown Prosecution Service successful court outcomes • Repeat victimisation • CYP receiving CC-AV sessions • Repeat incidents for MARAC cases • CC-AV sessions delivered • BVPI 225 (Sustain attainment of 11 sub indicators)
Who are the key stakeholders, partners, groups for your service or policy?	<p>Key stakeholders include:</p> <p>Police, Probation, NHS Family, City Council, Voluntary Sector DV agencies, Crown Prosecution Service, CAF/CASS, HMCS, victims and perpetrators of domestic violence and the general public</p>

PART 2:

Initial equality considerations

What are the equality aims/ objectives for the service or policy?	<p>To reduce the barriers to gaining a successful response to domestic violence regardless of age, ethnicity, sexual orientation, religion or belief, gender or disability. To reduce domestic violence in the long term.</p>
What are the current equality targets/indicators for the service or policy?	<p>The domestic violence data harmonisation group of Leicester Domestic Violence Forum Partnership (LDVFP) has targets to increase the number of agencies submitting data on the equality strands in relation to their service. This group, alongside the steering group, will explore any disproportionality in relation to service data where possible and will highlight and specific trends and set new targets as appropriate.</p>

(CONTINUED)

Initial equality considerations (CONTINUED)	
What equality outcome for your service or policy are you working towards?	An equality outcome is the cessation of domestic violence; an act of oppression. The project is working towards access and outcome figures for DV services that reflect the local population (where appropriate) as domestic violence occurs across all groupings, including those of age, gender, ethnicity, religion or belief, disability and sexual orientation.
Are there any equality barriers for your service or policy?	<p>We are aware that there is a wider reporting issue of domestic violence generally and with regard to the criminal justice system. We are also aware of levels of tolerance of domestic violence and limited understanding of its nature and the dynamics involved. It can be challenging for domestic cases to meet the evidential requirements for a criminal prosecution, due to the nature and dynamics of domestic violence. Funding issues are apparent for general domestic violence support services and specialist support services such as those for BME victims/ perpetrators, LGBT victims/ perpetrators.</p> <p>Reducing resources (staff and funding) can create barriers as translation, training and adaptation budgets are reduced or frozen.</p> <p>Those who have experienced domestic violence are considered to be a socially excluded group as without such status the issues for them are often ignored.</p> <p>IDAP (court mandated perpetrator programme) is only suitable for male offenders.</p>

Stage 3: Monitoring

Collection of monitoring data (for both service users and internal users of services)		Evidence Please list type and location																												
What service user/staff feedback information do you collect and how often?	<table border="1"> <thead> <tr> <th></th> <th>Race</th> <th>Gender</th> <th>Disability</th> <th>Age</th> <th>Sexual Orientation</th> <th>Religion</th> </tr> </thead> <tbody> <tr> <td>Satisfaction</td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>Complaints</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Workforce</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Much of this remains unknown. The Data Harmonisation Project encourages data collection for service users across all of the equality strands, but not specifically on satisfaction, workforce or complaints.</p> <p>Each partner agency has a general complaints policy and we have process error reports for the SDVC specifically (for partner agencies to complete).</p> <p>The IDVA service is responsible for collating satisfaction data and analysing it across the six strands.</p> <p>Representative workforce – as a Forum it is difficult for this to be monitored as it includes so many different agencies. Several partner agencies are only just starting to monitor this.</p>		Race	Gender	Disability	Age	Sexual Orientation	Religion	Satisfaction	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>IDVA case management systems</p> <p>Modus</p> <p>WCU needs assessment forms</p>
	Race	Gender	Disability	Age	Sexual Orientation	Religion																								
Satisfaction	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																								
Complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																								
Workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																								

Collection of monitoring data (for both service users and internal users of services)																							
<p>What information on user take up do you collect?</p> <table border="1"> <thead> <tr> <th></th> <th>Race</th> <th>Gender</th> <th>Disability</th> <th>Age</th> <th>Sexual Orientation</th> <th>Religion</th> </tr> </thead> <tbody> <tr> <td>Service use</td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>Workforce</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>See above for the limitations with this.</p>		Race	Gender	Disability	Age	Sexual Orientation	Religion	Service use	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		i.e. databases, workforce profiles, etc
	Race	Gender	Disability	Age	Sexual Orientation	Religion																	
Service use	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																	
Workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																	
<p>What other monitoring information do you collect on service users/ staff?</p>	<p>See the DVI. This information includes pregnancy, relationship to perpetrator, number of children, length of relationship (ASK project), housing tenure (ASK)</p>	SDVC monitoring forms																					
<p>How do you track changes in user needs?</p>	<p>There is annual monitoring of all domestic violence data via the data harmonisation group initially and then with an additional layer of analysis from the domestic violence steering group.</p> <p>There is also a standing agenda item on equality at the DV Steering Group, SDVC OMG Operational Management Group and DV Strategy Group.</p>	Minutes from DV Reports																					
<p>Thinking about the six equality strands, and the monitoring information you have, are there any gaps for particular equality group?</p>	<p>All strands will shortly be included in the DV1 data set. Agencies are committed to providing the most comprehensive and robust data possible, however gaps do remain. This is due in part to compliance issues, but also due to data management systems, identification issues and the sensitive nature of the issue and the appropriateness of asking such questions at a point of crisis.</p> <p>Religion/ belief is amongst the most poorly collected data, and disability information is not available from the police or the CPS; key criminal justice agencies.</p> <p>Challenges in being able to track changes confidently from start to conclusion and across agencies also presents gaps in equalities information.</p>	<p>Domestic Violence Data Collection Report 2003-4, 2004-6, 2006-08</p> <p>Access to Justice (MOJ 2009)</p>																					

Stage 4: Consultation

Consultation will be an ongoing process throughout an EIA and will involve your colleagues from the outset. In developing your views on the service, function or policy you should also involve a number of stakeholders (both internal and external) including people who might challenge the views you have developed.

Consultation	Evidence Please list type and location	
<p>Have you involved staff groups, other members of staff, and other council departments in your assessment?</p>	<p>Invitation and pro forma sent to all domestic violence contacts and open consultation on the city council and safer Leicester websites. Each of the strategy workshops (parenting, perpetrators, housing and police) were encouraged to gather equalities information on needs and gaps.</p> <p>Domestic violence steering group members have been consulted on the strategy document itself at various stages. This draft was circulated for comment from 13/5/09 – 17/6/09.</p>	<p>Email. Shared folders on DV drive. Linked documents</p>
<p>Have you involved your Departmental Equality Officer and/or Departmental Equality Group/Forum?</p>	<p>Yes – feedback incorporated</p>	<p>Email. Shared folders DV drive</p>
<p>What consultation have you carried out with service users/ stakeholders/partners to inform this EIA? What problems did users/ stakeholders/partners raise that need to be addressed to improve your service/policy?</p>	<p>See above response for partner agencies and members of the public. Support services were encouraged to discuss the document with their service users for comment.</p> <p>Issues raised within this feedback are included in the main body of the document, including:</p> <ul style="list-style-type: none"> • Support for people fleeing domestic violence with no recourse to public funds • Support for men with children fleeing domestic violence • Awareness of local support services and interventions for people from new communities • Need for an accredited perpetrator programme that is suitable for non-English speakers and for women • Need to increase reporting from LGBT communities • Need for interventions work with young people using violence in their relationships • More basic information on domestic violence from a wider range of groups 	<p>Email. Shared folders DV drive</p>
<p>How does the service impact on your users/stakeholders/ partners?</p>	<p>National evaluations of MARAC, SDVC and IDVA work have evidenced better support, increased safety and satisfaction and fewer repeat incidents. There has been an increase in guilty pleas and improved brought to justice outcomes over all.</p> <p>All partners will benefit from a reduction of domestic violence and more effective early interventions.</p>	<p>Evaluation reports</p>

Consultation		Evidence Please list type and location
<p>What positive impacts have been identified?</p>	<p>Age Earlier intervention - less harm of DV</p> <p>Gender Men and women accessing services and becoming safer</p> <p>Religion / belief Acknowledgement of issues and support from Council of Faiths</p> <p>Sexual orientation Positive involvement in consultations on literature and offer to discuss issues further</p> <p>Disabled Service users do appear in the non-police statistics at similar levels to the UK population, which is encouraging.</p> <p>Ethnicity Data on reporting largely reflects the local population in terms of census information, and BME specific services are in high demand.</p>	<p>Minutes</p>
<p>What negative impacts have been identified?</p>	<p>Age 16 - 18 year olds inconsistently included as 'DV'</p> <p>Disability _____</p> <p>Ethnicity _____</p> <p>Gender _____</p> <p>Religion/belief _____</p> <p>Sexual orientation _____</p> <div style="margin-left: 100px;"> <p>— N/A or already mentioned.</p> <p>— Strategy should address all - keep monitoring</p> </div>	<p>Email. Shared folder DV</p>

Organisational Barriers		
<p>Are there any potential organisational barriers in place that could adversely affect any of your users? If yes, what are they?</p>	<p>There are barriers in funding and releasing staff to attend training on the issues of domestic violence and equality issues.</p> <p>Perceptions of partner agencies can count as an organisational barrier; however through networking and partnership working a greater understanding of partner organisations has been realised and this understanding is increasing throughout the operation of the various projects.</p> <p>The criminal justice system may not be the safest or desired option for some people affected by domestic violence. There has been some evidence nationally of legislation having negative impact for these groups.</p> <p>Funding for domestic violence support services, and initiatives, together with culturally specific (BME) specialist provision is stretched and will probably reduce rather than increase.</p> <p>There are clear legislative restrictions to providing services (funded by public money) to those identified as having no recourse to public funds.</p>	

(CONTINUED)

Organisational Barriers	
<p>Are there organisational barriers that only affect certain user groups?</p>	<p>Age Criteria for entry, 16-18 year olds</p> <p>Disability The disability specialist support providers in Leicester have expressed concern that they do not feel they have the financial capacity to train / release staff to increase DV awareness.</p> <p>Ethnicity Those whose immigration / national status doesn't allow entry to certain services.</p> <p>Gender Best practice only just emerging in relation to services for male victims. Not safe to adopt same approach.</p> <p>Religion / belief there may be specific organisational barriers connected to religion or belief that seek to attain internal solutions to domestic violence which may collude, deny or act in isolation.</p> <p>Sexual orientation Best practice is not known as yet in relation to female perpetrators or male perpetrators of same sex domestic violence.</p> <p>Fear of reporting issues to the police is an issue that can be particularly prominent for people with insecure immigration status, who have fled or otherwise left a country where the police were feared, for those where the perpetrator has links to the criminal justice staff or judiciary and for those who have a historically poor/suspicious relationship with the police and courts (LGBT, BME, those with learning disabilities).</p>

Stage 5: Analysis and Recommendations

Assessment findings and impact

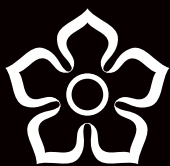
<p>Summarise the main equalities issues that you have identified, from the monitoring data and consultation you have carried out. (continued...)</p>	<p>Age: Domestic violence occurs across all age groups. Younger and older adults are thought to under report incidents to the police. Younger adults are identified as potentially requiring longer term support. Specific literature is being developed to target these age groups. There is a shortage of supported accommodation for families with older male children.</p> <p>Disability: Disabled people are known to be affected by domestic violence at significant levels and monitoring data and alternative safe accommodation is an issue.</p> <p>Ethnicity: Challenges of sustaining funding for specialist services where the service user may present more complex issues (language, immigration, isolation) requiring longer term involvement and direct costs (translation services).</p>
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Assessment findings and impact

	<p>Gender: Domestic violence predominately is experienced by women and perpetrated by men. Women only services are important. Perpetrator interventions for women are only available on a one to one basis at the moment and this work is not accredited. Good practice is only just emerging for work with male victims.</p> <p>Religion / belief: Information is scarce in this area and so conclusions cannot be drawn, however tentative.</p> <p>Sexual orientation: Same sex domestic violence is under reported in the police figures and specialist interventions are very limited.</p>
<p>What are the main problems/ barriers/issues that need to be addressed for specific equality groups?</p>	<p>Ongoing training is required for staff. Barriers to that include funding and capacity to release staff, alongside restrictions on who can deliver training (see HMCS requirements) and procurement requirements, and acknowledging the benefit of such training.</p> <p>Funding for aids and adaptation to old buildings is an ongoing issues identified by partners.</p> <p>Tolerance and lack of awareness is an ongoing issue for all communities.</p>

Recommendations

<p>What are your proposed recommendations for the equality strands?</p> <p>What are your proposed recommendations for other areas?</p>	<ul style="list-style-type: none"> • Input into marriage and citizenship ceremonies • Consultation in barriers for LGBT victims / perpetrators • Greater monitoring for all strands. • Reciprocal training • Pool and increase training opportunities • Monitoring and review of data • Encourage completion of process error forms for equality and diversity related issues • Equality & diversity issues brought to the attention of the domestic violence strategic group • Continue standing agenda items on equality at both steering group and strategic group level • Work with young people / young adults both experiencing and using DV behaviour
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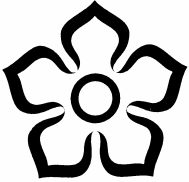
Leicester
City Council

www.leicester.gov.uk/dv

www.saferleicester.org/dv



Safer Leicester Partnership
Working together for a safer City



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**OSMB
Cabinet**

**15th April 2010
19th April 2010**

Leicester City Council's Short Breaks (respite) Strategy for People with Learning Disabilities

Report of the Strategic Director for Adults and Communities

1. Purpose of Report

- 1.1 To seek Members endorsement of the Short Breaks (respite) Strategy 2009 to 2013 for people with Learning Disabilities and to provide an overview of the strategy and the action plan to deliver improved services.

2. Summary

- 2.1 The Government sets out the expectations for improving Short Breaks services in Our Health, Our Care and Our Say (2006) & Valuing People Now (2009), which requires the Local Authority and NHS to work together to re-design respite services for people with learning disabilities.
- 2.2 The changes include a move away from the traditional building based model to one that promotes greater choice and independence. This links to the transformation of Adult Social Care, where individuals can choose to have a personal budget to buy short breaks (respite) services that meet their assessed needs.
- 2.3 Leicester City Council's Learning Disability Short Breaks Strategy (as detailed at Appendix A) embraces the One Leicester priorities and has been co-produced with NHS colleagues, service users, their families, carers and other stakeholders.
- 2.4 The development of the strategy is a major step forward in the delivery of integrated health and adult social care services and provides the City Council and the NHS, with a clear direction of travel. The Delivery Plans provides new affordable models of support that meet both existing users, families and carer needs, as well as meeting the needs of new users and younger carers whose aspirations of respite tend to differ from current users.
- 2.5 In addition, Leicestershire, Leicester City and Rutland (LLR) through the three Learning Disability Partnerships Boards, commissioned a 'cross boundary' review of short break

services to enable joint working and funding where appropriate. The overarching strategic vision is underpinned by two separate strategies, one is the County's Strategy and the other is Leicester City Council's Strategy. It was agreed that two strategies were required because the County and the City have different attributes, such as the Black Minority Ethnic (BME) needs in the City.

3. Recommendations

3.1 Members are recommended:

- a) To endorse the Short Breaks Strategy, which has been presented to and endorsed by the Learning Disability Partnership Board and Leicestershire Partnerships NHS Trust's Executive Group
- b) To note the actions to be taken to improve short breaks (respite) services across LLR

4. Report

- 4.1 In Leicester, there are around 1600 adults with learning disabilities receiving support from the NHS and Adult Social Care services. Approximately 700 of these individuals live with their families at home. About a third (233) of all people living with family members currently access short break (respite) services.
- 4.2 An increasing number of people who live with family members are elderly, with approximately 40% from BME Communities. Also the number of young people from BME communities is increasing, as is the number of young people with complex health and social care needs.
- 4.3 A short break allows family carers and the person they care for to get a break and experience new and different things in their own right. Current short break provision in the City includes overnight stays in registered residential care homes, in NHS homes and in the Shared Lives Scheme. The Shared Lives Scheme is an adult placement fostering scheme.
- 4.4 There are also some more flexible, community based services that can either support people in their own family homes, which allow carers to go away, or supports people with learning disabilities to take part in activities outside the family home. People also have the option of arranging and paying for short break services themselves, using a Personal Budget.
- 4.5 Short breaks are also used in a crisis situation and the Strategy acknowledges that services need to be available in these cases.
- 4.6 The following information provides an overview of the development and improvements included in the Strategy. Appendix 2 also includes an overview of where the City Council is now in terms of delivering short break services and what the strategy will deliver.
- 4.7 **Areas for development and improvement include:**

- A coherent and transparent referral process, eligibility and funding criteria
- A single point of access for health and social care
- Dedicated and responsive emergency short breaks services
- Accessible information about short breaks and how to access services
- Inclusive short break services that are person centred and meet the needs of all citizens, including people from BME communities and people with complex needs.
- Market development to enable real choice
- There is an over reliance on building based short breaks and a limited opportunity to use Direct Payments and limited capacity in the Shared Lives Scheme
- Specialist learning disability health staff that can meet the health needs of people wherever they choose to take their short break
- Creative and innovative approaches to short break services

4.8 Extensive consultation and research shows that people with learning disabilities and carers want:

- More choice of short break options
- The BME population want more choice and services that are culturally suitable
- Younger carers have greater expectations of getting support into the home and services that offer greater opportunities to people with learning disabilities
- Families want to engage in planning, designing and monitoring new services
- Some of the existing families like the services they are receiving
- Carers highly value short breaks

4.9 All Short Breaks future provision will focus on individual outcomes and deliver flexible person centred services:

- Day services and community care services built into an integrated support or care package for Short Breaks
- Mainstream organisations supported to build the capacity of community services such as library services, swimming pools, gyms and clubs to increase opportunities and support for short social and leisure breaks
- In partnership with the independent and voluntary sector, provide adequate and appropriate building based and flexible short breaks for people using self-directed support
- Health services meeting the needs of people with learning disabilities wherever they choose to access their short break
- Refocus and redesign of building break short breaks for those that need them to ensure good outcomes for individuals and their families
- A range of “holiday type” short breaks locally, nationally and abroad
- An exchange scheme to operate across the country to encourage individuals to visit other parts of the country
- Expansion of the Shared Lives scheme
- Expansion of flexible and home based services
- Identified emergency short break provision

4.10 Leicestershire, Leicester City and Rutland (LLR) through the three Learning Disability Partnerships Boards, commissioned a 'cross boundary' review of short break services to enable joint working where appropriate.

4.11 **The LLR review of Short Break services identified key areas for joint working:**

- Commissioning and redesign of health services to meet the personalisation agenda and to provide a community based service to support other short break services
- Commissioning services that can respond to the needs of people with learning disabilities and carers in emergency or crisis situations
- Commissioning short breaks to meet the needs of people from BME groups

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 Financial Implications - (Rod Pearson, Head of Finance, ext 29 8800)

5.1.1 The potential move away from building based services puts the council at risk from double running costs should demand fall without the closure of Council run facilities. In some cases the council spot purchases placements from external providers, so is not at risk in this area.

5.1.2 This strategy needs to be managed in a way, which makes it cost neutral. However, regardless of the strategy, short break costs will rise due to demographic factors. This has been taken into account as part of the budget strategy for 2010/11 to 2011/12.

5.2 Legal Implications - (Kamal Adatia, Barrister, ext 29 7044)

5.2.1 In law short breaks/respite care is a service offered to the service user, not strictly to the carer. As such it is a community care service, and once assessed for the same, a service user has a lawful right to have that need met. However, the service should also be recorded on the Carer's Assessment/Care Plan (where the adult is living in the family home) as clearly it benefits the carer, and in doing so makes the longer term viability of the family placement more secure, as well as avoiding the entry of that service user into residential care.

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	Yes	Throughout the report	
Policy			
Sustainable and Environmental			
Crime and Disorder			
Human Rights Act			
Elderly/People on Low Income	Yes	Throughout the report	
Corporate Parenting	Yes		

Health Inequalities Impact		
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7. Corporate Parenting Implications (Tracie Rees – Director, Personalisation and Business Support ext 29 6812)

As corporate parents the city council has a responsibility to improve the outcomes of vulnerable children and young people, including those with learning disabilities, who will move through transitions into adult social care services. The Short Breaks Strategy, seeks to engage with young people to ensure that appropriate respite services are developed to improve the outcomes for this group. This is a positive example of corporate parenting in action.

8. Background Papers – Local Government Act 1972

- 8.1 Valuing People Now (2009) - Department of Health
- Guide to Short Breaks – Department of Health
- Our Health, Our Care, Our Say (2006) – Department of Health
- World Class Commissioning (NHS) – Department of Health

9. Consultations

- 9.1 Family Carers
- People with Learning Disabilities
- Learning Disability Partnership Board
- Carers Action Group
- Ansaar Asian Carers Project
- Jyoti Asian Carers Project
- We Think Self Advocate Group

10. Report Author

- 10.1 Kim Curry – Strategic Director for Adults and Communities
- Ext 29 6812
- Kim.curry@leicester.gov.uk

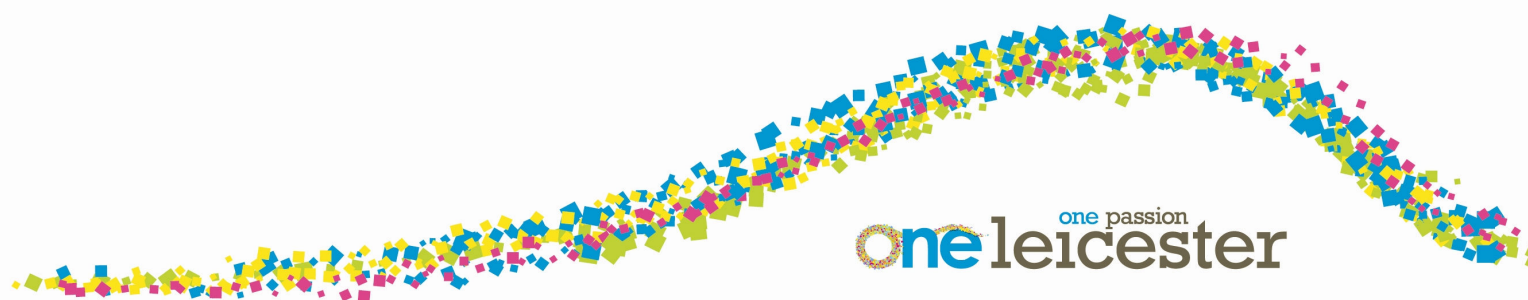
Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Appendix 2

Where we are now	What the Strategy will deliver
<p>Strategy Understanding of local issues and needs</p> <p>Proposed new ways of working</p>	<p>Clarity about what is a short break</p> <p>Services that meet the needs of our diverse communities</p> <p>Better planned and coordinated services</p>
<p>Models of Service Independent sector building based breaks</p> <p>Health building based breaks</p> <p>Shared Lives (Adult Placement)</p> <p>Community Opportunities (Day Services)</p> <p>Direct payments</p>	<p>Flexible community based short breaks</p> <p>Specific emergency short break services</p> <p>Expansion of Shared Lives Service</p> <p>Refocus and redesign of building based short breaks</p> <p>Home based support in and outside of the family home</p> <p>Holidays with staff support</p> <p>Hotel type building based or sitting services</p>
<p>Information Information is not available in easy read format</p> <p>Carers and people with learning disabilities often do not always understand their assessment</p> <p>Not enough information about what is available</p> <p>Eligibility and charging criteria is different in social care and health</p>	<p>Easy Read information about short breaks</p> <p>Person centred assessments and reviews with clear outcomes</p> <p>Clear understanding of what short breaks are available</p> <p>Clear eligibility criteria so families know if they are entitled to a short break</p> <p>Clear information about charges for short breaks and the way this is worked out</p>
<p>Self Directed Support A limited amount of people using self directed support to purchase flexible respite</p> <p>Limited choice and capacity of service provision</p>	<p>30% of all people receiving short break services exercising their choice and control via Direct Payments and Individual Budgets</p> <p>Services designed to meet the needs of customers</p> <p>Shaping the market to create innovative opportunities for people to learn and experience new things</p>
<p>Health Building based health short break provision</p>	<p>Redesign of health short breaks in line with Personalisation</p> <p>Community based health services that support people wherever they have a break</p> <p>Health support available as and when necessary</p>
<p>Equality and Diversity Limited short break provision and expertise for people who challenge services</p> <p>Services that do not necessarily meet the cultural needs of our communities</p>	<p>Some specialist services</p> <p>Experienced well trained staff who can meet specific needs wherever the short break is provided</p> <p>An expansion of the Shared Lives Service and home based short breaks</p>

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Leicester City Learning Disability Social Care and Health Short Break Strategy 2009 to 2012



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Leicester City Learning Disability Short Breaks Strategy

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Document Control

Title	Leicester City Learning Disability Social Care and Health Short Break Strategy
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Primary Author	Yasmin Surti Marcus Callaghan
Position	Planning and Service Development Officer Joint Commissioning Manager
Quality Reviewed By	Nicola Hobbs
Date of Review	
Revision Details	

Version History

Title	Version #	Date of release	Reason for Change	Reviewer

Approval History

Approved By	Date of Approval
Adults Social Care Leadership Team	28 th January 2010
Strategic Directors Board	
Cabinet	
Leicester City Learning Disability Partnership Board	26 th November 2009
Leicestershire Partnership NHS Trust	7 th October 2009
Leicester City NHS	

1. Foreword

‘The best short break gives a break to the carer AND gives a break to the person who needs support and care. The best short breaks benefit everyone.’- A Guide to Short Breaks, Paradigm

The Leicester City Short Breaks Strategy for social care and health is a three year plan to develop short breaks that are safe, meet the needs of people who use services, provide them with new opportunities, are sustainable, and are services that Leicester can be proud of.

‘One Leicester’ is our ambitious strategy that forms the foundation for the changes that the Council, and its partners, want to see in Leicester over the next twenty-five years. This strategy supports the ‘One Leicester’ value; better support for carers.

One Leicester - Better support for carers

“We will provide better support, advice and information to the many carers in Leicester, recognising the valuable role they play in supporting older and vulnerable people.”

To do this we will make sure we involve our users of services, and their families, in the journey as equal partners in shaping our future short break service models. We would like to thank all those who were, and continue to be involved in planning, designing and monitoring our new services. Special thanks go to the families and people with learning disabilities who have given up valuable time to co produce and implement this short break strategy from the very beginning.

Quote

**Councillor Rory Palmer
Cabinet Lead - Adults and Communities**

Quote

**Vikki Taylor
Director Strategy and Market Management, NHS
Leicester City**

Quote

**Stephanie Chapman, Chair - Carers Action Group
Leicester City Learning Disability Partnership Board**

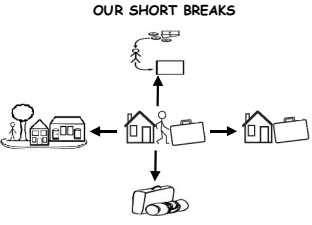

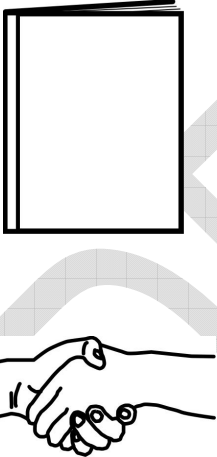

'Carers and people with learning disabilities both need a break. We need to make sure we get it right, especially for people who can't speak up for themselves'


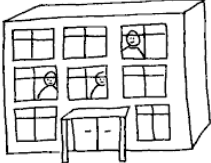


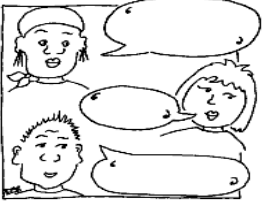
**We Think - Self Advocates
Leicester City Learning Disability Partnership Board**

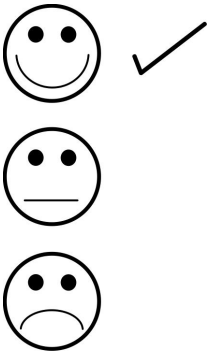
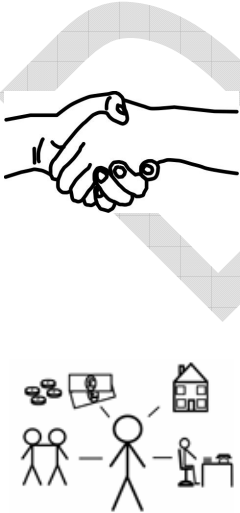
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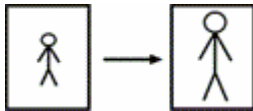
2. Easy Read Summary

Leicester City Learning Disabilities Short Breaks Big Plan

 <p>OUR SHORT BREAKS</p>	<p>Short breaks used to be called respite care. The name was changed because we wanted everyone to think differently about how people with learning disabilities had time away from their families.</p>
	<p>Lots of big plans and reports say that the way people with learning disabilities and their families have breaks from each other needs to change.</p> <p>Valuing People Now and the National Carers Strategy also say things should change.</p>
	<p>This is the Leicester City Learning Disability Short Breaks Big Plan. The plan will last for 3 years.</p> <p>The Law says health services and councils should work together to meet the needs of carers.</p> <p>People with learning disabilities, family carers and staff from Leicestershire and Rutland County Councils and NHS Health Services helped us to write this big plan.</p>
	<p>In Leicester City we know that:</p> <ul style="list-style-type: none"> • The number of younger people with learning disabilities is growing. • There are more younger people with high support needs. • There are more younger people with learning disabilities who come from

	<p>Black or Asian families and some new communities.</p> <ul style="list-style-type: none"> • Many people with learning disabilities live with older family carers. • Only 1 person out of every 3 people who live with their family uses short break services.
	<p>We need to make sure that there are enough short breaks for everyone. We need to make sure short breaks meet everyone's needs.</p>
  	<p>At the moment people get their short breaks from either social services or health services:</p> <ul style="list-style-type: none"> • Most people have their short break in a residential home. • Some people have a health short break in a health home • Some people stay with another family. • Some people have someone come to the house to sit with them, or take them out. • Some people have to move away from where they live to get a short break. • Some people have a flexible short break. This means they do different things in the community
	<p>People with learning disabilities and family carers have been helping us to think about the Big Plan.</p> <p>Health and social services staff from</p>

	<p>Leicester, Leicestershire and Rutland asked lots of people what they wanted from short breaks.</p>
	<p>These are some of the things people have said are important:</p> <ul style="list-style-type: none"> • Short breaks should be fun and enjoyable • There should be opportunities to do new and different things • They should be easy to get, especially in an emergency • They should be available anytime, day or night • There should be more choice about breaks • People would like holiday type breaks
	<p>The Big Plan says that:</p> <ul style="list-style-type: none"> • Health services and social services will work together to provide short breaks • Emergency short breaks will be available 24 hours a day and 7 days a week • Short break services will be Person Centred • Short breaks should meet the needs of people with learning disabilities as well as their carers • Short breaks will meet peoples cultural needs





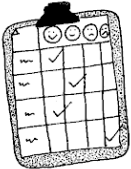


- Short breaks for people who challenge services will be better
- People's health needs will be met wherever they are staying
- Short breaks for young people will work together with short breaks for adults, so there will be less change when people turn 18
- There will be easy information about short breaks
- The rules about how people get short breaks will be the same
- Some people might have to pay towards the cost of their short break
- The rules will be easier to understand.

In Leicester, we have said that we want to:

- Make it easier for people to stay with another family as a short break
- Have a service that can provide emergency short breaks
- Make sure that people from all of our different communities can have short breaks that meet their needs
- Make sure that people can still have their health looked after, no matter where they go for their short break
- Help people to use direct payments or individual budgets to have more choice and control over their breaks. At the



	<p>moment direct payments cannot be used to pay for health tasks</p>
 	<p>There is no new money to do all the things we want to do. We need to use the money we have in a better way, to help carers and people with learning disabilities have better lives.</p> <p>For example, using Shared Lives (where you stay with another family) costs less than staying in a residential home. We can make better use of our money if we do more of this.</p> <p>We can work with services in the community, like leisure centres, to make sure they can meet the needs of people with learning disabilities.</p> <p>People can also ask for money from places like the Independent Living Fund (ILF). This money can be used to pay for the care support to help people do different things, like go on holiday.</p>
  	<p>There will be an action plan that says how we will make the plan happen, when it needs to be done by, and who will do it.</p> <p>The Learning Disability Partnership Board and the Commissioning Board will get reports telling them if the actions are happening.</p> <p>Staff from health and from social care, carers and people with learning disabilities will check if the actions are happening. They will report this to the Partnership Board.</p>

3. Executive Summary

1 Introduction

‘A carer spends a significant proportion of their life providing unpaid support to family or potentially friends.’ – National Carers Strategy - Carers at the heart of 21st-century families and communities

We know, from what adults with learning disabilities and family carers have told us that short breaks help to support family carers and help people living with their families to get a break and have better lives. Both national and local research and consultation shows that many people are not getting either the quality, or the right amount of short breaks to meet their needs.

National studies have shown that there are increased levels of stress, ill health and mental health problems in those people who undertake a caring role. The lack of adequate short breaks can lead to a later need for more intensive and costly support over a longer time. Investment in good short breaks is both responsible and cost effective in the longer term.

We believe that it is important to both consider a carer's outside interests, for example work, study or leisure, when carrying out an assessment and to try to find better joint working between the council and health service to ensure support for carers is delivered coherently. This duty is set out in legislation in The Carers Act – 2004. This has been acknowledged in the National Carers Strategy by the Government committing £150 million in new funding, allocated to the Primary Care Trusts, to work with Councils in order to double support for respite care by 2010.

Leicester City, Leicestershire and Rutland Learning Disability Partnership Boards, along with the Councils and Primary Care Trusts have carried out a complete review of their strategy and approach for offering and providing short breaks because we know what is currently provided is not adequate and does not meet the needs of all our diverse communities.

This strategy sets out our commissioning plans for the provision of health and social care short breaks for adults with learning disabilities and their family carers for whom Leicester City Council has a statutory responsibility to support.

2 Strategic context

The Leicester City Learning Disability Short Breaks Strategy and delivery plan has been produced in partnership with key stakeholders to reflect the priorities in ‘Valuing People Now’, ‘the National Carers Strategy’ and a range of related legislative and policy documents as set out in Section 4 of the full strategy.

3 Approach

We believe carers should have the opportunities and space they need to participate in activities outside their caring role and they should be free to have an identity that is separate from that of the people they support.

People with learning disabilities should have the opportunities and space they need to enhance their independence, participation in community activities and form relationships and friendships outside of their circle of care.

This strategy recognises the ongoing challenges in identifying and commissioning short breaks that are safe and value for money in a market that has limited capacity and has not been fully explored or developed.

Leicester City commissioners in Partnership with Leicestershire and Rutland County Councils, Leicestershire Partnership NHS Trust, service providers, carers and adults with learning disabilities aim to address this by developing:

- Clear information about short breaks, their availability, eligibility and costs
- Models of service that are good quality, safe and offer more choice and flexibility
- Emergency short break provision that is adequate and responsive
- Capacity of all short break services to meet the needs of Leicester's different communities and people with high support needs
- Community health services that can support people wherever they receive their break
- Individual Budgets and Direct Payments to promote choice and control
- Creative and innovative person centred approaches to short breaks

4 Issues in Leicester

About a third of all people living with family members currently access short break (or respite) services and an increasing number of family members are elderly and may themselves require increased care and support. This has significant implications for both the needs of the carer and long term planning for the future support needs of individuals that currently live with elderly relatives.

Currently approximately 40% of people living with family carers are from Black and Minority Ethnic (BME) communities and it is anticipated that this number will rise, as younger people from BME communities become adults. Leicester has a higher than national average of younger people from the South Asian Community who will transfer to adult services.

Leicester also has a higher than national average of people with learning disabilities with high support needs and again the number of young people with complex health and social care needs who will transfer to adult services is also increasing.

5 Current position and financial sustainability

Short break services in Leicester City are provided in accordance with the criteria of “fair access to care”, this means people have a baseline assessment of whether or not they are identified as having a learning disability and their level of need from this. The current access criterion for social care services in Leicester is that a person must have an assessed IQ of 70 or lower plus a critical or substantial need. However this criterion may not be the same for people accessing health short breaks or short breaks from our neighbour Local Authorities.

During 2008/09, 17% of all adults with a learning disability who were known to the Council received one or more short break services from a City Council ‘in house service’, the health service, independent homes and a flexible community based short break service.

Figures show an overall increase in number of respite days provided over the last three years, but with the number of stays per service user reducing and the length of stay of episodes increasing.

Leicester City gross projected expenditure for 2009/10 for learning disabilities short breaks shows the significant increases in expenditure since 2007/08.

Learning City Council Learning Disability Short Break Expenditure		
2007/08	2008/09	2009/10 (forecast)
585,686	748,679	758,972
NHS Leicester City Learning Disability Short Breaks Budget		
1,294,762	1,324,541	1,347,058
Total Leicester City Learning Disability Short Break Expenditure		
£1,880,448	£2,073,220	£2,106,030

The increased expenditure on services must be considered and this means new services that meet personalisation values will be critical in achieving both positive outcomes for people with learning disabilities and family carers and to deliver quality short breaks within limited resources.

Currently around 80% of service users receiving short breaks also receive day care services. There needs to be an improved variety of services offering greater choice and flexibility, including breaks at home, the provision of equipment or adaptations to facilitate respite, access to mainstream and community based activities, befriending groups and the expansion of 'Shared Lives' services and self directed support.

6 Governance: Measuring progress and implementation

A Strategic Implementation Group, which will report to the Learning Disability Partnership Board and the Commissioning Board, will be established to monitor the progress and development of the strategy and the Delivery Plan. The Group will set outcome measures and receive regular progress reports as well as help to identify resources and overcome problems.

7 What the strategy and the delivery plan will do

In order to achieve the new ways of working a number of task and finish groups will be set up to lead on and implement key areas of work within the delivery. The groups will work on the 'here and now' and what we need to develop for the future. Task groups will look at:

- Eligibility, Assessments and Pathways
- People with Complex Health Needs
- People who Challenge
- People with complex physical needs
- People from BME Communities
- Community based short breaks
- Building based short breaks
- Emergency Breaks
- Sitting, Befriending and Home Care Redesign
- Self Directed Support
- National and Local Best practice models
- An Approved Provider Framework (Guide)
- Finance and data collection/sharing
- Information
- Support, advocacy and brokerage for people with learning disabilities and carers

8 Acknowledgments

The Learning Disability Strategic Commissioning Service in Leicester has produced this strategy in partnership with:

- Adults with learning disabilities and family carers,
- Leicester City Learning Disability Partnership Board,
- Children and Young People Services,
- NHS Leicester City,
- Leicestershire Partnership NHS Trust,
- Leicestershire County Council
- Rutland County Council

Leicester City Learning Disability Short Breaks Strategy

1. Aims

Family carers are often lifelong carers retaining responsibility for caring and decision making beyond childhood. Adults with learning disabilities are generally not given the opportunity to share the same life experiences as the rest of society. Our aim is to deliver short break services that reflect the needs of carers and the needs of the people they care for.

2. Objectives

We want to make it easier for carers to get the information and short break services they need when they need them, promote independence for carers and the person being cared for and make short breaks a valuable and enjoyable experience for both the adult with the learning disability and the family carers:

- Develop clear information about short breaks, their availability, eligibility and costs that will enable families to exercise their rights and make informed choices
- Develop person centred models of service that are good quality, safe and offer more choice and flexibility ensuring that the needs of families and the person with a learning disability are met
- Ensure emergency short break provision is adequate and responsive in order to safeguard the person with a learning disability
- Increase the capacity of all short break services to meet the needs of Leicester's different communities and people with high support needs in order to maintain the health and well being of individuals and their families
- Develop specialist community health services that can support people with their health needs in whatever form of short term break service they choose to use
- Promote the use of Individual Budgets and Direct Payments so that people can choose how and where they receive their short break
- Develop advocacy, support and brokerage services with the right skills and knowledge to help both carers and people with learning disabilities who choose a Direct Payment or Individual Budget
- Support providers, commissioners and people using the services to develop creative new approaches to short breaks to give people opportunities to experience and learn new things

3. What the strategy will deliver

Where we are now	What the strategy will deliver
<p>Strategy Understanding of local issues and needs</p> <p>Proposed new ways of working</p>	<p>Clarity about what is a short break</p> <p>Services that meet the needs of our diverse communities</p> <p>Better planned and coordinated services</p> <p>Commission and procure new models of services to provide more choice</p>
<p>Models of Service Independent sector building based breaks</p> <p>Health building based breaks</p> <p>Shared Lives (Adult Placement)</p> <p>Community Opportunities (Day Services)</p> <p>Direct payments</p>	<p>Flexible community based health and social care short breaks</p> <p>Specific emergency short break services</p> <p>Expansion of Shared Lives Service</p> <p>Refocus and redesign of building based short breaks</p> <p>Home based support in and outside of the family home</p> <p>Holidays with staff support</p> <p>Hotel type building based or sitting services</p>
<p>Information Information is not available in easy read format</p> <p>Carers and people with learning disabilities often do not always understand their assessment</p> <p>Not enough information about what is available</p> <p>Eligibility and charging criteria is different in social care and health</p>	<p>Easy Read information about short breaks</p> <p>Person centred assessments and reviews with clear outcomes</p> <p>Clear understanding of what short breaks are available</p> <p>Clear eligibility criteria so families know if they are entitled to a short break</p> <p>Clear information about charges for short breaks and the way this is worked out</p>
<p>Self Directed Support A limited amount of people using self directed support to purchase flexible respite</p> <p>Limited choice and capacity of service provision</p>	<p>30% of all people receiving short break services exercising their choice and control via Direct Payments and Individual Budgets</p> <p>Services designed to meet the needs of customers</p> <p>Shaping the market to create innovative opportunities for people to learn and experience new things</p>
<p>Health Building based health short break provision</p>	<p>Redesign of health short breaks in line with Personalisation</p> <p>Define the difference between specialist healthcare support and healthcare that can be provided in social care settings, then commission accordingly</p> <p>Community based health services that support people wherever they have a break</p> <p>Health support available as and when necessary</p>
<p>Equality and Diversity Limited short break provision and expertise for people who challenge services</p> <p>Services that do not necessarily meet the cultural needs of our communities</p>	<p>Some specialist services</p> <p>Experienced well trained staff who can meet specific needs wherever the short break is provided</p> <p>An expansion of the Shared Lives Service and home based short breaks</p>

4. Partnership approach

Making sure we have good, safe, sustainable short break services that meet the needs of adults with learning disabilities and their family carers is a key priority for a range of agencies and the people who use our services, including Leicester City Council, NHS Leicester City, Leicestershire Partnership NHS Trust, Leicestershire and Rutland County Councils, adults with learning disabilities and family carers.

Leicester City Learning Disability Partnership Board and the Commissioning Board were charged with overseeing and monitoring the review and development of short break provision. In order to carry out the work a steering group was set up to:

- Understand the core needs of Service Users and Carers
- Review the current Short-Breaks provision
- Develop a Short-Breaks Strategy in partnership with all stakeholders
- Support the development of a cross boundary, quality Short-breaks strategy in partnership with Leicester Partnership NHS Trust, Leicestershire and Rutland Councils
- Develop a broad and imaginative range of quality short break services in order to meet the health and social care needs of adults with learning disabilities and their parents/family carers

The Steering group comprises of representatives from Leicester City Council, NHS Leicester City, Leicestershire Partnership NHS Trust, CLASP the Carers Centre, Ansaar's Asian Carers Project and the Carers Action Group.

5. Key strategic links, policies and guidance

5.1 The Short Breaks Strategy has been informed by 'Valuing People Now - From progress to transformation, 2009' and a number of supporting key plans, strategies and targets:

- Human Rights Act, 1998
- Valuing People – A New Strategy for Learning Disability for the 21st Century, 2001
- The Carers (Equal Opportunities) Act, 2004
- Our Health Our Care Our Say – A new direction for community services, 2006
- Green Paper on Welfare Reform - Department of Work and Pensions, 2006
- Putting People First - A shared vision and commitment to the transformation of Adult Social Care, 2007
- Paradigm - A Guide to Short Breaks, 2007
- World Class Commissioning - Transforming the way the NHS commission health and social care services, 2007
- Mansell 2 – Services for people with learning disabilities whose

behaviour present a challenge, 2007

- Progression Through Partnership - Department for Children, Schools and Families, 2007
- A life like any other, 2007
- Aiming High for Disabled Children - Transforming services for disabled children and their families, 2008
- One Leicester - Shaping Britain's Sustainable City, 2008
- National Carers Strategy – Carers at the heart of 21st century families and communities: a caring system on your side, a life of your own, 2008
- NHS Next Stage Review and 2012 Vision – Modernising Leicestershire Partnership NHS Trusts provision and services, 2008
- Healthcare for All - An independent inquiry into access to good healthcare services for people with Learning Disabilities, 2008
- Independent Living Strategy - Cross government strategy for all disabled people, 2008
- Leicester Carers Strategy - Identify the need to support carers to have a break and the opportunity to access employment and learning, 2009
- Six Lives – The provision of public services to people with learning disabilities, 2009
- Improving the Health and Wellbeing of People with Learning Disabilities – World Class Commissioning, 2009

5.2 A key priority is to ensure that the strategy and delivery plan link to the National Indicator Set and Leicester's Local Area Agreement upon which the effectiveness of Local Authorities are measured. The key priorities that link to the short break strategy are:

- NI 119 – Self reported measure of peoples overall health and wellbeing
- NI 133 – Timeliness of social care packages following assessment
- NI 135 - Carers receiving needs assessment or review and a specific carer's service, or advice and information
- NI 136 - People supported to live independently through social services
- NI 139 - The extent to which older people receive the support they need to live independently at home
- NI 140 – Fair treatment by local services
- NI 141 – Vulnerable people achieving independent living
- NI 142 - Vulnerable people who are supported to maintain independent living
- NI 145 – Adults with learning disabilities in settled accommodation
- NI 146 – Adults with learning disabilities in employment

5.3 The seven key outcomes from “Our Health, Our Care, and Our Say” also provide an approach to measuring the outcomes for people receiving short break services:

- Improve health and emotional wellbeing
- Improve quality of life
- Support adults in making a positive contribution

- Make a commitment to providing greater choice and control
- Ensure freedom from discrimination
- Improve economic wellbeing
- Promote personal dignity

6. Involvement and what people have told us

Carers and people with learning disabilities have been, and continue to be, involved in the review and development of short breaks in Leicester City. This has mostly been done via questionnaires and face-to-face meetings. There are three carer representatives on the City Council Short Breaks Review and Implementation Group.

6.1 Consultation with parents and carers

- Carers Action Group
- Ansaar – Asian Carers Project
- Jyoti Group – Asian Carers Support Group
- Carers of people using day services
- Carers of people using NHS short breaks

Short breaks are essential in order to help carers maintain both their physical and mental well being, thus enabling them to continue in their caring role.

Carers value a short break as an opportunity to have a complete break from their caring responsibilities. It is also an opportunity for carers to spend quality time with other family members and do ordinary things like go shopping or visit friends.

However it is vital for them to know their loved one is safe and being well cared for, this is particularly the case for people with high support need and those that challenge services.

Carers consider a meaningful short break to be for at least 48 hours. There should be clear protocol in place for when things go wrong. Carers should not be expected to cut short their break.

There is an urgent need for flexible emergency short breaks services that can respond quickly and efficiently.

Supported holiday short breaks for the person with a learning disability would also be welcome.

Of those carers who currently access short break services satisfaction rates are significantly higher for White British carers.

Some of the reasons carers do not access short breaks are:

- There is insufficient information about what short breaks are, what is available, how to go about arranging a short break and eligibility
- BME carers in particular look to their friends and family for support
- Carers try and manage for as long as possible as they do not want to be seen as shirking responsibility
- The person with a learning disability refusing to go anywhere overnight.

When asked to give their preference in relation to current short break provision the order in which carers rated the importance of short break services was:

1st - buildings based

2nd - home based

3rd - Shared Lives

This was then further broken down into preferences between white and BME carers, showing that both groups rated building based services as very important, but the Shared Lives service and in particular home based services were given a higher rating by carers from BME communities.

6.2 Consultation with adults with learning disabilities

- We Think – Self advocates with learning disabilities
- Bright Lights - Self advocates with learning disabilities
- Ansaar – Culturally appropriate services for adults with learning disabilities
- People who use day services

It is important for people with learning disabilities to get an enjoyable break from their families. It is just as important for parents and carers to have a break from caring. However people would like to have a choice about where they go for a break.

People with learning disabilities would like to be able to go on holiday on their own or with a group of friends. They enjoy going on trips and visiting new places. Short breaks should include helping people to make new friends, do different things and learn new skills. Short breaks can also be a way of helping people with learning disabilities to prepare for supported living.

Direct payments could be used to pay for different short breaks, for example accessing services at weekends and in the evenings or paying for support to use ordinary community services such as the leisure centre.

Some of the reasons people with learning disabilities may not access short breaks are:

- There is not enough information about what short breaks are and what sort of break people can have
- People miss their families
- The support is not always good

- People with learning disabilities do not have enough choice and control over short breaks

6.3 Consultation with children and young people and their families

Consultation carried out by Children's and Young Peoples Services shows that whilst some building based short break availability is important, young people and their families want access to a range of community activities and options.

These include after school, weekend and non-term time activities as well as holidays as a family. One example being explored is the possibility of purchasing two motor homes for families to go on short holidays. The family would stay in one motor home and the support in the other.

6.4 Summary of key messages

Short breaks are important to both carers and people with learning disabilities. In developing a model of service some of the key messages that need addressing are:

- Information - Families and people with learning disabilities, care managers and social workers all need up to date, accessible information about short breaks options and how to access and arrange short breaks
- Transparency – Families and staff should have a clear understanding of assessment, eligibility criteria and paying for services
- Training – Staff need regular training to help them in their roles and to understand the needs of the diverse communities in Leicester
- Emergency Short Breaks – Families need assurance that their loved one will be taken care of in case of illness or in a crisis
- Shared Lives Service (Adult Placement) – Expansion of the service and recruitment of paid carers from different communities
- Menu – There needs to be a range of services and options available to suit individual needs
- People with high support needs – People need to be safe and happy in a suitable environment with the right support and equipment
- Funding – clarity about benefit entitlement and rules around the use of ILF
- Personalised budgets – clarity about how individual budgets and direct payments can be used in social care and in health

7. Current provision and issues

Local intelligence together with prevalence rates for learning disabilities suggest that approximately 6000 adults with learning disabilities live in Leicester City:

- Around 1600 people receive support or are known to Health and/or Social Care services. Around 700 of these individuals live with their families in the family home.
- Around 900 people are known to Adult Social Care Services. Around 450 of these adults live with family carers.

This suggests there are a significant amount of people who are not known to services, but may become eligible for services in the future. There are also a number of people already known to services that may need to access short breaks as they get older and their needs, and the needs of their carers, change.

7.1 Short breaks are a planned service, offered after a Community Care Assessment has been carried out on the service user or in some cases a Carers Assessment has been carried out to understand the needs of the carer.

Sometimes short breaks have to be used in an emergency. This will be unplanned care or care required in a crisis, but it should be easy to get at any time. The Adult Social Care Emergency Duty Team are contactable at any time of the day or night and will always try and place the person with a service they have used before. However, as there is no specific emergency short break service and as there are no allocated emergency beds in health or social care within existing services, this is not always possible.

2070 emergency bed nights were provided during 2008 and 2009. This was mainly as a result of safeguarding, although some was to cater for general issues such as poor ill health of the carer.

Just over a third of adults with learning disabilities who live with family carers currently access any short break services. This includes an increasing number of people who live with family members who are elderly and may themselves require additional care and support.

Age of Carers Accessing Short Break Services	
Age Range	Percentage of Carers
30 – 39	1%
40 – 49	12%
50 – 59	18%
60 – 69	23%
70 – 79	10%
80 – 89	5%
90 +	1%
No age given	30%

7.2 Presently, short break services are arranged in two main ways:

- Services that are directly provided by the councils or are commissioned from independent and third sector organisations
- A health service that is provided by Leicestershire Partnership NHS Trust and is available to people with learning disabilities from all three Local Authority areas

At the moment the referral process, ways of arranging breaks and the eligibility criteria for short breaks that are arranged or provided by the Local Authorities and those that are provided by Leicestershire Partnership NHS Trust are different. Also Local Authorities are able to ask service users to make a contribution towards the cost of their care, whereas the NHS cannot.

The inconsistency in processes and systems make it even more difficult for carers to understand what they are entitled to and how to go about arranging and accessing short break services.

7.3 The range of services provided in Leicester City in recent years that give the person with a learning disability and their family carers the chance to have a break from one another include overnight stays in a registered Local Authority home, independent sector residential care homes, in NHS homes and in Shared Lives (Adult Placement) Schemes.

The average capacity of Short Break services utilisation is 71%. This is largely due to the compatibility of people accessing the services. Leicester City uses 60% of Leicestershire Partnership NHS Trust short break services, even though it is responsible for only 38% of the total learning disability population across Leicester, Leicestershire and Rutland who are known to health or social care services.

There are also some more flexible, community based services that can either support people in their own family homes to allow carers to go away, or support people with learning disabilities to take part in activities outside the family home.

People with learning disabilities and carers also have the option of arranging and paying for short term break services for themselves using Direct Payments or Individual Budgets. Following a community care assessment, a sum of money can be allocated which people can use to purchase services of their choosing that meets their assessed needs. Currently, 11 people are using all or part of their Direct Payments funding to purchase respite or sitting services.

We should also acknowledge that many of the day or community services provided for people with learning disabilities also have a valuable “respite” function for both them and their family carers. The majority of people who access short breaks services also use day services.

7.4 The following table relates to the Short Breaks costs for individual packages for 2008 to 2009 within Leicester City Council's Learning Disability Pooled Budget.

Supplier	2007 – 2008	2008 – 2009	2009 – 2010 (forecast)	Users 2008 - 2009	Current Banding
Shared Lives	22,696	19,852	35,200	10	£285
Leicester City Council	112,550	125,701	0	48	£544
Private	364,836	455,851	533,735	17	£351
Total	407,384	601,404	568,935	75	
Flexible Respite	65,872	86,247	81,804	33	£14,33 per hour
Direct Payments	19,732	61,029	95,826	11	
TOTALS	585,686	748,679	758,972	157	

The NHS contribution is based upon the contribution of each partner to the Pooled Budget as per the financial protocol of the Section 75 Lead Commissioning Agreement.

The Council commissions NHS short breaks on behalf of the Primary Care Trust via the Pooled Budget. This needs further work to understand the contribution the NHS makes via the Pooled Budget. Service users are not currently charged for NHS short breaks.

NHS Leicester City Short Breaks Budget (Currently 38 users)		
2007/08	2008/09	2009/10 (committed)
1,294,762	1,324,541	1,347,058

Leicestershire Partnership NHS Trust mainly provides NHS short breaks. The amounts quoted are for the entire NHS Short Break expenditure, includes the cost of maintaining buildings, paying staff and providing individual packages of care. This will need to be further broken down in order to understand the true cost in relation to city users, and therefore the potential implications for the City Council and the Primary Care Trust.

7.5 Trends and future demands

Compared to the national picture, Leicester has a higher than average prevalence of learning disabilities.

Locally in line with national trends we have found that:

- Better health care is resulting in longer life expectancy, which in turn impacts on diagnosis of further health conditions
- People with learning disabilities are living longer which will significantly change the age profile of people we support over the next 15 years, including older carers who are caring for family members
- The number of people with a moderate to profound learning disability will continue to increase by 1.2% per annum with a greater prevalence amongst some South Asian communities. People with profound and multiple learning disabilities may require substantial support during the day and at night which has an impact on the families
- The number of young people with high support needs and young people with Autistic Spectrum Disorder is increasing which will require the retention and further development of some specialised services
- The number of carers who care for more than one person is increasing and there is the tendency to look at each caring situation in isolation, without taking account of the cumulative effect
- Increasingly, people with learning disabilities are providing regular and substantial care for their ageing relatives. Without proper support both parties are at risk of maintaining independent living
- The range of caring roles undertaken by young people is significant as it can have a dramatic impact on the overall aspects of the young person's life

Local research identifies a range of gaps in current service provision. This not only allows improvements to be made to current services, but also enables us to have a better understanding in order to shape future provision.

- There is a shortage of accessible residential/overnight provision for people with profound and multiple disabilities
- There is a shortage of residential/overnight provision for people whose behaviour can challenge services
- There is a limited range of services that can provide an emergency response
- There is a shortage of culturally appropriate services
- There is a limited range of options available for people wanting to use direct payments
- There is a limited choice of residential/overnight services
- The use of non-traditional types of provision such as holiday breaks has not been fully explored
- Some carers and some adults with learning disabilities like the services they are already receiving, for example building based short breaks are still the preferred option mainly for carers of White British origin who make up approximately 60% of all carers
- South Asian or Indian communities, which are the biggest group of people from BME Communities accessing services, expressed a clear preference for culturally appropriate Shared Lives services and care in the family home

- Carers using health short breaks value the service and have great trust and confidence in the staff

By 2012, Leicester is expected to be the first City, outside of London where the BME population will make up more than 50% of the total population. This is a key factor for consideration in the development or provision of any services in Leicester, as this trend is reflected in the local population of people with learning disabilities and their family carers.

Language and a lack of cultural knowledge, means that many short break services find it difficult to adequately meet the needs of people from BME Communities. This can lead to a lack of confidence and low usage of services.

Short Break Take Up by Ethnicity	
Ethnicity	Percentage of People
White British	57%
Asian or Asian British: Indian	25%
Any Other Asian Background	5%
Black or Black British: Caribbean	4%
Dual Heritage: White and Black Caribbean	3%
Asian or Asian British: Pakistani	2%
Other White	2%
White Irish	1%
Any Other Dual Heritage	1%

7.6 What Carers want:

- Alongside the more traditional types of Short Breaks options, parents and family carers want the opportunity to explore and experience more innovative options
- Carers want quality services they can trust in and believe are safe
- Emergency Short Breaks and Day Provision are vital in addition to other short break services
- More culturally appropriate short breaks, particularly home based short breaks, to meet the needs of people from the BME Communities
- People with different needs, particularly people who challenge, should not be mixed

7.7 What People with learning disabilities want:

- Direct Payments and Independent Living Funds to give people the ability to buy their own tailor made Short Breaks
- The ability to mix and match short break support packages

- Shared holidays with family, and with friends
- Some of the more traditional services like Community Opportunities and Building Based services
- Befriending Schemes as a way of socialising and having a short break
- Holiday type breaks away from the family

7.8 Transitions

Over the next three years, the number of younger people with learning disabilities likely to be seeking support from Adult Social Care will be 126 in total.

The criteria and expectations in children's services are different to those of Adult Social Care. Not all young people currently receive a short break, so the exact number of young people who will require a short break is not known. Currently about 200 young people access some type of overnight or community based short break service.

We know that the number of young people from BME Communities who will become adults is increasing. 45% of all young people, who are expected to transfer to adult services over the next three years, are from a BME background.

The number of younger people with high support health and social care needs is also increasing. 30% of all young people, who are expected to transfer to adult services over the next three years, have complex health and social care needs.

At present 19 young people are expected to require some building based health and social care respite in the next three years. This includes 13 people with a profound multiple learning disability and 6 who present challenges to services.

8. Future provision and where we want to be

8.1 All short breaks future provision will focus on individual outcomes and deliver flexible, person centred, services.

- Day services and community care services built into an integrated support or care package for short breaks
- Mainstream organisations and departments supported to build the capacity of community services such as library services, swimming pools, gyms and clubs to increase opportunities and support for short social and leisure breaks
- Increased number of people experiencing real choice and control over the way they receive their short breaks through the use of individual budgets and direct payments

- In partnership with the independent and voluntary sector provide adequate and appropriate building based and flexible short breaks for people using self-directed support
- Health services meeting the needs of people with learning disabilities wherever they choose to access their short break
- Refocus and redesign of building based short breaks for those that need them to ensure good outcomes for individuals and their families
- A single point of access for all Short Breaks, and a service that meets both health and social care needs
- Clear and transparent eligibility criteria and a clear framework for asking for contributions towards the cost of care
- A range of “holiday type” short breaks locally, nationally and abroad
- An exchange scheme to operate across the country to encourage individuals to visit other parts of the country, whilst still being able to access a building that can support them
- Expansion of the Shared Lives scheme
- Expansion of flexible and home based services
- Identified emergency short break provision
- Commissioners to engage with people using services, and providers, to stimulate a change in the market and service options available
- Commissioners to contract and buy new services

8.2 Areas for joint working

The joint review of Short Break services between Adult Social Care Services in Leicester, Leicestershire and Rutland, NHS Leicester City and Leicestershire Partnership NHS Trust identified a number of key areas in which partners can work together to make the best use of resources and achieve added value for people with learning disabilities and carers;

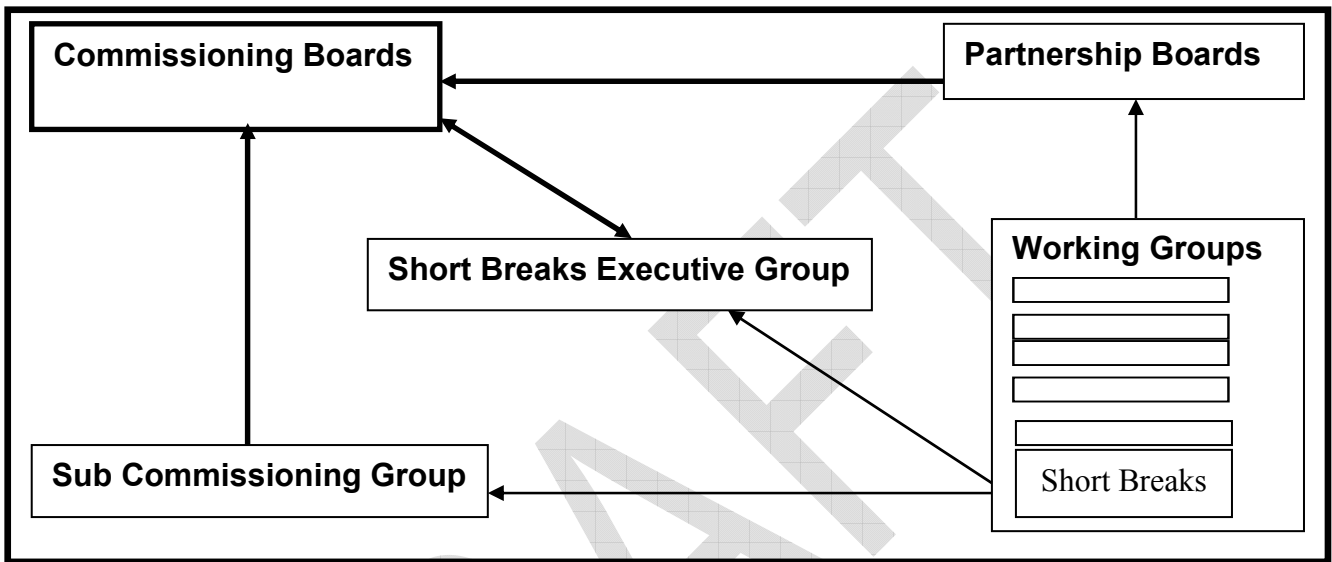
- Commissioning specialist learning disability health staff to provide a community based service to support other services across the Counties and the City. The aim is to ensure that health needs can be met in the community where people live
- Redesign of health short breaks to meet the personalisation agenda and be more outcome focussed
- Commissioning services that can respond to the needs of people with learning disabilities and carers, in emergency or crisis situations. These services form an essential part of a holistic range of support services for parent and family carers
- Commissioning Short Breaks to meet the needs of people from BME groups
- Clarity and consistency around carers assessments and the Decision Support Tool, this is a nationally used tool that determines if a person is eligible for NHS funding

9. Governance

The Multi Agency Leicester City Learning Disability Partnership Board and the Commissioning Board will oversee the implementation of the Short Break Strategy.

A Strategic Implementation Group, which will report to both Boards, will monitor the progress and development of the strategy and the Delivery Plan. The Group will set outcome measures and receive regular progress reports as well as help to identify resources and overcome problems.

Accountability and reporting framework



10. Evaluation

We will annually review the key delivery areas and evaluate the strategy, setting priorities for the future and ensuring the strategy priorities are fed into the annual planning and funding cycles of the Council and NHS. People using the service and our colleagues in the provider and commissioning sector will be integral in the measuring of progress in terms of planned service developments, and to evaluate the extent to which services are leading to better outcomes for people with learning disabilities and carers.

11. Equality Impact Assessment

Carers, people with learning disabilities and professionals have all been involved in the Equality Impact Assessment of the strategy. A copy will be available on Leicester City Council's website and on the website of the Leicester Disability Information Network.

12. Resource implications

Work streams that have been established to implement the strategy will identify resource implications that will need to be met within existing finance.

13. Leicester City Short Breaks Delivery Plan 2009 – 2013					
The Big Plan for short breaks					
	Action	Outcome	Lead Responsible	Resource Implication	Time-scale
1.	<p>Identify the most effective and efficient way to deliver the existing and new Short Break provision/options linking into the Personalisation Agenda:</p> <ul style="list-style-type: none"> • Scope and identifying providers that are able to deliver a range of short breaks options • Establish a system for market intelligence • Ensure the availability of information which is up to date and provides prices for the market, explore options for a database system and an information network that are incorporated into the transformation agenda for ASC and the council, which ensure value for money and assure commissioners that people will be safe. 	<p>To have a range of Short Break options to enable people with learning disabilities and their family/parent carers to have their assessed and personalised short break outcomes met</p> <p>To have a robust information network available for short breaks provision</p> <p>To ensure that strategic intentions are actioned and there is governance of the delivery plans</p>	<p>Commissioning Manager</p> <p>With the support of: Carers CLASP</p> <p>People with learning disabilities PCT Leicestershire Partnership Trust</p> <p>Adult Social Care: Strategic Commissioning Transformation Team</p>	<p>Identify and resource funding implications</p> <p>Work force development</p> <p>Personalisation Agenda</p> <p>Increase use of Direct Payments/ Individualised Budgets</p> <p>Data collection and maintenance</p>	<p>Jan 10 to April 13</p>
2.	<p>Commissioners to develop and shape the market and develop personalised budgets for social care and in the future healthcare to support increased choice and control of short</p>				

<p>3.</p> <p>4.</p>	<p>breaks for the person</p> <p>Develop services based on evidence offering short breaks by developing the local workforce skills that are transferable into the various community and building based models of health and social care short breaks in the city</p> <p>To develop options through personalisation and establish networks and brokerage systems that encourages people to share in funding flexible short breaks that can be provided wherever the people need it and at the time they want a short break</p> <p>The Steering Group will lead on the delivery plan and monitor progress on the action plans and will report to the Executive Group, the Partnership Board and Commissioning Board.</p>		<p>Providers</p>		
<p>Community based services and opportunities (Self Directed Support)</p>					
<p>Action</p>		<p>Outcome</p>	<p>Lead Responsible</p>	<p>Resource Implication</p>	<p>Time-scale</p>
<p>1.</p>	<p>To implement the action plans to create more services and more choice, to ensure the new service options offer:</p> <ul style="list-style-type: none"> • Support at home • Holiday options 	<p>People accessing Community services and opportunities to enable them to have more choice in what</p>	<p>Commissioning Manager</p> <p>With the support of:</p>	<p>Increase of Direct payments</p> <p>Individualised budgets</p>	<p>Feb 10 to April 11</p>

<p>2.</p> <p>3.</p> <p>4.</p>	<ul style="list-style-type: none"> • Increase in 'Shared Lives' models of support • Day and evening time services available 7 days a week • Increased access to community facilities • To have access to the right support and equipment • Culturally appropriate services • Information available on what is available and how to access short break options • Clear eligibility criteria for short breaks <p>To stimulate the market place to offer health and social care short breaks that are of quality and are safe</p> <p>Providers to be driven by the evidence based demands of needs identified by commissioners focused on the personalisation agenda</p> <p>To consult and engage users and carers in the development of new services and redesign of existing service options</p>	<p>they do during the day and evening</p> <p>Family carers to have flexibility of short breaks options in the Community</p> <p>To have a range of options that meet both health and social care needs of the people using the services</p>	<p>Carers CLASP People with learning disabilities PCT Leicestershire Partnership Trust</p> <p>Adult Social Care: Strategic Commissioning Providers</p>	<p>Identify and resource funding implications to support carers</p>	
<p>Building Based Short Breaks Services</p>					
<p>Action</p>		<p>Outcome</p>	<p>Lead Responsible</p>	<p>Resource Implication</p>	<p>Time-scale</p>

<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>	<p>Move towards the personalisation agenda for short breaks services</p> <p>Develop quality frameworks and competencies for health and social care short breaks</p> <p>Build upon the value base that carers have for existing health short breaks to ensure healthcare needs are provided safely wherever the person has short breaks</p> <p>Redesign the existing Local Authority 'in house' short break service (Beaumanor House)</p> <p>Building based services to develop the delivery of person centred provision enabling services to offer:</p> <ul style="list-style-type: none"> • greater flexibility • more choice for when people have a break • who they share the home with • who supports them <p>Task and finish group to consider the following and ensure such demands are where possible incorporated into new service models:</p> <ul style="list-style-type: none"> • Holiday experience by developing a 	<p>To develop and provide building based services that have flexibility, choice, be safe and provide a holistic approach both for the person with a learning disability and their family/parent carers</p> <p>The service to enable empowerment and independence for the person accessing the service.</p> <p>The service to fit into a personalisation and brokerage model of commissioning</p>	<p>Commissioning Manager</p> <p>With the support of:</p> <p>Carers</p> <p>CLASP</p> <p>People with learning disabilities</p> <p>PCT</p> <p>Leicestershire Partnership Trust</p> <p>Adult Social Care:</p> <p>Strategic Commissioning Transformation Team</p> <p>Beaumanor House</p> <p>Providers</p>	<p>The development of services will need to be within the total financial envelope of existing building based services</p> <p>Identify and resource funding implications to support carers</p>	<p>Feb 10- March 11</p> <p>April 11 delivery</p>
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	<p>service similar to that of a hotel, where people accessing the service are viewed as guests</p> <ul style="list-style-type: none"> • Look to develop pre-arranged dates to include a specific service i.e. culturally specific or gender specific at certain times • Look at flexible short breaks, part day or weekend services 				
Health Provision					
	Action	Outcome	Lead Responsible	Resource Implication	Time-scale
1.	<p>A joint Health and Social Care Task and Finish Group across LLR: to devise healthcare models that support people in both specialist services and in the community (a model where the health needs of individuals are met regardless of which short break option the person chooses). The models should consider the following issues:</p> <ul style="list-style-type: none"> • The Personalisation Agenda • Types of health care models required in order to meet need • Emergency breaks – health support • Accessing healthcare • Action plan for moving away from current model to new model • World Class commissioning Priorities in 	<p>People’s health needs are met regardless of the type of Short Breaks Services they access.</p>	<p>Commissioning Manager</p> <p>With the support of:</p> <p>Carers CLASP People with learning disabilities PCT City and County Leicestershire Partnership Trust</p> <p>Adult Social</p>	<p>Outcome of Health restructure Reconfigure LPT</p> <p>Identify and resource funding implications to support carers</p> <p>Plan services developments into the Local Authority and PCT planning and financial cycles</p>	<p>April 10 – March 12</p>

<p>2.</p>	<p>health and social care</p> <p>Task and Finish Group to:</p> <ul style="list-style-type: none"> • Identify 'Health and Social Care Criteria Protocol for short breaks • Protocol for Health staff to train Social Care staff on agreed and specific tasks and procedures for the individual whilst in short breaks • To identify the possible options in short break models to ensure that carers healthcare needs can be met e.g. in order for carers to attend their own hospital appointments and screenings • Link short breaks for the person and the carer to the Primary Care responsibilities of the PCT • Plan for meeting needs of young people and their families coming through to adult services, in meeting both general healthcare and specialist health needs in any setting they choose to receive their short break 		<p>Care: Strategic Commissioning</p>	<p>for 2010 and beyond</p>	
<p>Emergency Short Break Provision</p>					

Action		Outcome	Lead Responsible	Resource Implication	Time-scale
1.	<p>A joint Health and Social Care Task and Finish Group: to:</p> <ul style="list-style-type: none"> To have a common definition of emergency for short breaks To research and recommend different types of service provision for short break emergencies Explore what other areas nationally are developing to meet emergency need 	<p>For people with a learning disability and their family/parent carers to have access to appropriate, emergency short break options that meet both their health and social care needs</p>	<p>Commissioning Manager</p> <p>With the support of:</p> <p>Carers CLASP</p> <p>People with learning disabilities</p> <p>PCT City and County Leicestershire Partnership Trust</p>	<p>Outcome of Health restructure</p> <p>Reconfigure LPT</p>	<p>Jan 10 – Sept 10</p>
2.	<p>Leicester City Council transformation of ASC to build into the whole systems approach access to emergency short breaks for people with learning disabilities and their carers.</p>		<p>Adult Social Care: Strategic Commissioning Transformation Team</p>	<p>Identify and resource funding implications to support carers</p>	<p>Ongoing</p>
3.	<p>To devise, implement and maintain a building based and/or community based healthcare emergency outreach service that provides short break support 24 hours 365 days a year wherever the emergency short break is being provided (e.g. home, acute hospital, Share Lives on holiday)</p>		<p>Providers</p>	<p>Plan services developments into the Local Authority and PCT planning and financial cycles for 2010 and beyond</p>	<p>Jan 10 – commissioned by April 11</p>
Value for Money					
Action		Outcome	Lead Responsible	Resource Implication	Time-scale

<p>1.</p> <p>2.</p> <p>3.</p>	<p>To carry out initial finance scoping exercises that models of short breaks being considered are affordable and could be delivered within the existing financial envelope</p> <p>All short breaks delivery plans across the health and social care community take consideration of financial implications and the task and finish group will check all plans do have recommendations included and will report this back to Executive Group.</p> <p>Work stream specifically to establish a LLR recharge policy for social care short breaks</p>	<p>To ensure all service models options are affordable</p> <p>Local Authorities and partners agree the recharging policy of short breaks across LLR</p>	<p>Commissioning Manager</p> <p>With the support of:</p> <p>Carers CLASP People with learning disabilities PCT</p> <p>Adult Social Care: Finance Strategic Commissioning Transformation Team</p>	<p>Dependant on findings of these actions</p>	<p>Feb 10 December 11 and review plans</p> <p>Jan 10 – Jan 11</p>
<p>Meeting the needs of Black Minority and Ethnic Communities (BME)</p>					
<p>Action</p>		<p>Outcome</p>	<p>Lead Responsible</p>	<p>Resource Implication</p>	<p>Time-scale</p>
<p>1.</p>	<p>All partners to consider the urban rural aspects of Leicester, Leicestershire and Rutland and how services can be delivered across the counties to ensure consistency and ensuring BME needs are met.</p> <ul style="list-style-type: none"> consider gender 	<p>The specific needs of people with learning disabilities and their family/parent carers from the BME communities are met</p>	<p>Commissioning Manager</p> <p>With the support of:</p> <p>Carers</p>	<p>Identify and resource funding implications to support carers</p>	<p>Feb 10 – Sept 10</p>

<p>2.</p> <p>3.</p>	<ul style="list-style-type: none"> • cultural/race needs • religious beliefs • matching providers to need (market management) • accessing various health and social care community settings and home based service models <p>Representation from BME staff, families and people with learning disabilities on the task and finish group to identify ways to meet the needs of BME communities.</p> <p>The short breaks delivery plans across the health and social care community to incorporate the BME recommendations included and will report this back to Steering Group.</p> <p>The continued monitoring to implement the action plan will be through Equality Improvement Plans</p>	<p>in relation to the short breaks options available in the counties</p> <p>Implement actions identified in Equality Impact Assessment</p>	<p>CLASP People with learning disabilities PCT</p> <p>Adult Social Care: Finance Strategic Commissioning</p>		
Involvement and Planning Adults with Learning Disabilities and their Carers					
Action	Outcome	Lead Responsible	Resource Implication	Time-scale	

<p>1.</p> <p>2.</p> <p>3.</p>	<p>To continue to involve adults with learning disabilities and their parent/family carers in the development of future services, targeting BME communities and specific advocacy groups for Health and Social Care Short Breaks</p> <p>To have continued consultation on the strategy implementation and progression of delivery plans</p> <p>Should any Short Break services be changed or terminated during the lifespan of this strategy Leicester City Council, Leicestershire County Council, Rutland County Council and Leicestershire Partnership Trust and the PCTs will ensure the needs of adults with learning disabilities and their carers are met with, and consulted with, when offering future provision and that engagement is maintained at all times.</p>	<p>To ensure Adults with Learning Disabilities and families are involved in the planning and development of Short Breaks Services.</p> <p>Continued consultation and engagement</p>	<p>Commissioning Manager</p> <p>With the support of: Carers CLASP People with learning disabilities PCT</p> <p>Adult Social Care: Finance Strategic Commissioning</p>	<p>Funding to enable inclusion</p>	<p>Nov 09- April 13</p>
<p>Review and Monitoring (Governance)</p>					
<p>Action</p>		<p>Outcome</p>	<p>Lead Responsible</p>	<p>Resource Implication</p>	<p>Time-scale</p>
<p>1.</p>	<p>Annual review of key delivery area including both qualitative and quantitative data. Summary report produced each year.</p>	<p>To review and monitor the delivery action plans for short</p>	<p>Strategic Commissioning</p> <p>All partners</p>		<p>Annual 2010-13</p>

2.	Evaluate this strategy, set priorities and plan for consultation to begin for the future, including carer and user as key stakeholders	breaks			
3.	Key requirements for Short Breaks Services i.e. clear policies and procedures included along with service specifications of all new services developed in contracts to deliver the strategy.				
4.	Short Breaks Services to have procedures that adhere to local and national good practice, rules and regulations of procurement and commissioning				
Key priorities beyond 2013					
Action		Outcome	Lead Responsible	Resource Implication	Time-scale
1.	To measure the effectiveness of the delivery of the strategy: <ul style="list-style-type: none"> • Measure users satisfaction • Increased choice of services • Better commissioning in a wider market place and more providers 	To continue to improve the experience of people using health and social care short breaks	Strategic Commissioning All partners		2013/14
2.	Develop consultation and user satisfaction as a guide to quality person centred short break services that meet the local population's needs.	Ensure services remain value for money and reflect the needs off the local			

<p>3.</p> <p>4.</p>	<p>To continue to develop services to meet the needs of Leicester’s diverse community</p> <p>To develop a personalised care management model that keeps the person at the centre of planning and delivery of services and a vibrant personal budget and brokerage system that enables the person to access the services that best meets their needs within the budget allocation.</p>	<p>population</p>			
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