

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	STRATEGIC PARTNERSHIP BOARD UPDATE
Date	FRIDAY 8 JUNE 2018 – 1:00 p.m.
Author	Paul Hindson – Chief Executive Officer, OPCC

Purpose of Report

1. In order to fulfil its new, wider objectives the Strategic Partnership Board (SPB) is reviewing its Terms of Reference and membership, is developing a Business Plan and has embarked upon a new work strand called People Zones.
2. This report provides the Panel with information about the development of the Strategic Partnership Board.

Recommendation

3. That the Police and Crime Panel note the contents of the paper.

Introduction

4. The Strategic Partnership Board is a key multi-agency vehicle through which the PCC aims to deliver his Police and Crime Plan. The success of the Police and Crime Plan depends on the work of a large number of agencies, not just the police, and it is mainly through the work of the SPB that the PCC seeks to influence the work of other agencies. More broadly though, the PCC is leading the SPB in order to facilitate more collaborative work across the public sector as a whole. This is clearly in line with the “Viable Partnerships” element of the Police and Crime Plan, but also aims to achieve more positive outcomes for the citizens of Leicester, Leicestershire and Rutland as a whole.

Background

5. The SPB draws together all of the decision makers across the key agencies in Leicester, Leicestershire and Rutland (LLR) and therefore has the potential to shape the public service environment in a wide-ranging manner. It is currently focussed on delivering the Police and Crime Plan.
6. Crime is a highly complex social problem that has multiple causes related to the missions of all public sector organisations. Successfully addressing crime would therefore have multiple benefits for all of the communities of LLR and help all agencies to meet their missions; reducing crime is in the interests of

all agencies and would have an interactive and positive benefit on many other social problems.

7. To date the SPB has had an insufficient infrastructure to deliver its ambitions. The Office of the Police and Crime Commissioner (OPCC) has provided the secretariat for the partnership; however this has not enabled the SPB to build and pursue longer term plans to achieve wider strategic objectives.
8. In order to remedy this, the OPCC has built a programme office capability to deliver the outcomes required for the Police and Crime Plan and to support the articulation and delivery of a more ambitious set of SPB objectives.
9. In addition to this, the OPCC has contracted with Leicestershire County Council to provide a dedicated resource to oversee the work of the SPB, supporting the relationships, building the agenda, preparing and monitoring the delivery of plans and reporting on the realisation of benefits. Gurjit Samra-Rai took post in April for three days a week.

Revised Terms of Reference

10. Revised Terms of Reference have been drafted and the membership of the Board is under review to enable agencies whose remit is wider than criminal justice and community safety to engage meaningfully with the Partnership. This will ensure better engagement enabling stronger strategic approaches to issues such as mental health, domestic abuse and substance misuse.
11. Supporting the delivery of aligned priorities across the public sector is one of the new objectives within the draft Terms of Reference; this alignment work has begun and an initial scoping exercise of priorities has illustrated the number of commonalities between the work of organisations and Partnership Boards across Leicester, Leicestershire and Rutland (LLR). This has led to discussions with partners to test the appetite for greater integration and the potential benefits this offers.
12. Managing inter-agency demand is a strategic driver for the SPB, particularly reactive demand. Reactive demand refers to the provision of services to deal with a short term issue without addressing the underlying problem. Demand for certain public services is reasonable and effective and enables people to live positive and healthy lives; however, reactive demand requires public services to address behaviours which generate problems within communities with little or no positive developmental impact on perpetrators.
13. This work stream will be taken forward through the People Zones outlined below.
14. The draft mission statement within the Terms of Reference demonstrates the collaborative approach to integrated working taken by the SPB:
 - People are Safe – e.g. Crime, Falls, Road Traffic Collision and Fire
 - People are Well – e.g. Health
 - People have Skills e.g. Education, Training and Employment
 - People have Resources – e.g. Income and Housing
15. The draft Terms of Reference will be considered by the SPB at its next meeting on 10th July 2018.

Business Plan

16. At its meeting on 6th March 2018 the SPB proposed that a Business Plan be developed. In order to inform the Business Plan an Issues Log is currently in development covering inter-agency/partner issues.
17. The SPB programme office has embarked on fact finding meetings with SPB members. Meetings have taken place with partner organisation Chief Executives and outputs from these meetings have been added to the issues log; furthermore issues from partnership meetings have also added to the log for consideration by the SPB. The OPCC Programme Office will identify specific issues and commission detailed analyses to identify options for SPB decision making.
18. In this way SPB will build a map of the most complex issues inhibiting the achievement of the strategic goals. The SPB Issue Log will be used to drive the development of the business plan.
19. The Issues Log and Business Plan will be considered by the SPB at its next meeting on 10th July 2018.
20. An example of the Issues log is attached at Appendix 1.

Governance Structure

21. The governance structure which sits under SPB is currently under review, with a view to rationalising the number of groups, reviewing the terms of reference of each of them and ensuring they are fit for purpose to deliver the SPB strategic goals.
22. A Change and Transformation Board has been established under this work stream as a direct result of the widespread development of change programmes across SPB member organisations and the potential for internally focussed change to have disruptive effects on partner organisations.
23. This new group will enable change leads within partner organisations to share change plans at an early stage of development. Initially this forum would operate on an information sharing basis with no sign-off role for SPB. However, it is anticipated that opportunities for collaborative change initiatives will be identified and the forum will enable these to be pursued on a permissive basis. In the longer term it is possible that change initiatives will always be pursued collaboratively whenever potential synergies have been identified.

People Zones

24. The Strategic Partnership Board (SPB) and other partnership bodies manage a range of complex issues, many of which cannot be resolved without significant interagency agreement, collaboration and action.
25. In response to some of the challenges, the SPB and other partnership bodies have undertaken various initiatives at strategic and operational levels; for instance a collaborative analysis of demand has been pursued to test a hypothesis that the main sources of demand are shared across agencies. This work is still progressing. At an operational level, individual pilot projects have been established to manage demand in innovative and more effective

ways. For instance, the Braunstone Blues project has sought to manage demand in an area of high service pressure by engaging with sources of demand and the wider community proactively. Similar projects such as Proactive Vulnerability Engagement Team (PAVE) and the Child Sexual Exploitation (CSE) project have focussed on key issues driving demand, such as mental health and vulnerability to sexual exploitation. A number of these initiatives are still progressing under the Strategic Partnership Development Fund (SPDF) scheme.

26. In order to realise the strategic objectives outlined in the Police and Crime Plan and in the strategic objectives of the SPB, an option that builds on the experience of SPDF projects, addresses the problems of reactive demand, draws on the resources of community assets and potentially provides benefits to all participating agencies has been gaining momentum.
27. It has been given the title of People Zones because it is fundamentally concerned with enabling positive outcomes for the people of local communities through proactive engagement. It is intended to be defined by local geography, focussing on the key social issues in that area by engaging directly with those people who are identified as the source.
28. A number of work streams have been built to support with the concept including:
 - Project Management
 - Information Sharing
 - Communication and Engagement
 - Stakeholder Management
 - Service Mapping
 - Design
 - Data Analysis
 - Funding Opportunities
29. Three localities have been identified for further research before consideration by the SPB in July.
30. An outline of the People Zones proposal is attached at Appendix 2.

Implications

Financial : None

Legal : None

Equality Impact Assessment : EIA's will be undertaken for each People Zone.

Risks and Impact :

Link to Police and Crime Plan:

Visible Policing - Maintain and if possible increase resources for local neighbourhood Policing Teams within People Zones

Vulnerability Protection - Partnership working towards collaborative problem solving with regard to vulnerable individuals

Viable Partnerships – partners collaboratively shaping the future public services across LLR

Value for Money – Partners working collaboratively will reduce duplication.

List of Appendices

Appendix 1 – Issues Log

Appendix 2 – Outline of People Zone Proposal

Background Papers

None

Person to Contact

Mr Paul Hindson

Tel: 0116 229 8981 Email: Paul.Hindson@leicestershire.pnn.police.uk

Mrs Gurjit Samra-Rai

Tel: 07775783985 Email: Gurjit.samra-rai@leics.gov.uk

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