

HEALTH AND WELLBEING BOARD: 11 JULY 2019**REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES,
LEICESTERSHIRE COUNTY COUNCIL****STRATEGIC PARTNERSHIP BOARD UPDATE****Purpose of the report**

1. The purpose of this report is to provide the Health and Wellbeing Board with an overview of the work undertaken by the Strategic Partnership Board, including the development of People Zones.

Link to the local Health and Care System

2. The Strategic Partnership Board (SPB) sets out and leads the strategic delivery of community safety and criminal justice priorities across Leicester, Leicestershire and Rutland and leads a shared partnership vision for Leicester, Leicestershire and Rutland (LLR) to address human behaviours that cause harm to people and communities. The work of the Strategic Partnership Board links to the delivery of the joint Health and Wellbeing Strategy.

Recommendation

3. It is recommended that the Health and Wellbeing Board notes the content of the report.

Background

4. The SPB is chaired by the Police and Crime Commissioner and is made up of Chief Officers from Leicestershire County Council, Leicester City Council, Rutland County Council, District Councils, Derbyshire, Rutland, Nottingham and Leicestershire Community Rehabilitation Company, National Probation Service (Leicestershire), Clinical Commissioning Group representative, Leicestershire Partnership Trust, University Hospitals of Leicester NHS Trust, Leicestershire Fire and Rescue Service, East Midlands Ambulance Service, Leicestershire Police, Crown Prosecution Service, HM Courts and Leicester Prison.
5. The Board is supported by an Executive and a number of sub groups leading on the following strands of work:-
 - i. People and Place
 - ii. Offender Management
 - iii. Victims and Vulnerability
 - iv. Serious and Organised Crime

People and Place

6. The People and Place Board was established in February 2019 with the following strategic aims:-
 - a. To implement and evaluate the effectiveness of the People Zones' initiative.
 - b. To map existing partnership structures relevant to the objectives of the P&P Board.
 - c. To map and review existing examples of collaborative locality based working across LLR
 - d. To develop proposals for enhancing integrated working practices arising from the above review.
 - e. To review methodologies for integrated locality based planning and problem solving and develop proposals for wider implementation.
 - f. To review methodologies for shared communication and engagement activity and develop proposals for wider implementation.
 - g. To develop methodologies for analysing patterns of behaviour and demand for services at the local level.
 - h. To develop methodologies for sharing intelligence across agencies and members of the community.
 - i. To identify examples of collaborative horizon scanning across agencies and test potential for wider use.
7. To date the work has focussed on the development of People Zones in three areas across LLR: Loughborough; Coalville and New Parks in Leicester. People Zones are geographically defined areas wherein public services work collaboratively to address the key social problems for that particular area. They are focussed on "people" issues with the intention of addressing the issues that are the highest priority for the local community and the organisations that support them. These are now established and at varying stages of development. The People Zone in the Bell Foundry estate in Loughborough is probably the most advanced and has most of the key provisions in place, including the capability to provide community leadership, access community assets, integrate the work of local agencies and build a shared approach to people management/issue resolution.
8. A key element of making a People Zone work is the leadership provided by local agencies and Charnwood Borough Council has been pivotal in driving forward this initiative.
9. The People and Place Board has also commissioned the development of an operating model design, which is nearing completion and will enable the replication of People Zones across LLR. It describes the methodology for analysing the problem data,

building the team, engaging with the community and other features. This model will be made available to partners when complete.

10. The Board has also commissioned the development of a model for evaluating People Zones, which is also nearing completion. The model has been developed by Loughborough University and focusses on the impact of the Zone on the core problem, as well as impact on a range of measures that are indicative of general social resilience. It also captures measures of change in community perceptions. Once again, this model will be made available to all partners when it is complete. At present the designers are testing the model by applying it to the Bell Foundry estate data.
11. The alignment with Health is an ongoing piece of work reflecting the implementation of Primary Care Networks, which break down the area of LLR into a series of geographies that have a 30,000 to 50,000 population led by a clinical director. This initiative also encompasses a drive to enhance the extent to which health services draw on community based assets and collaborate with communities in developing their services. Clearly this methodology aligns well with the objectives of the People and Place Board and further work will be done to explore synergies and simplify partnership arrangements.
12. People Zones have benefited from working alongside the Local Area Co-ordinator initiative in the county run by Public Health Leicestershire.

Offender Management

13. The Strategic Offender Management and MAPPA Board (SOMMB) combined the MAPPA and Reducing Reoffending Boards in September 2018 to provide governance to the management of offenders across Leicester, Leicestershire and Rutland.
14. The SOMMB board set key priorities for the year and these are:
 - To consider the role of MAPPA within reducing serious organised crime:
 - To strengthen the links between troubled families and offender management.
 - To develop an effective multi-agency process for ensuring shared learning and continual improvement across the partnerships.
 - To develop a multi-agency performance report.
 - To develop a multi-agency quality assurance regime across offender management to embed effective joint risk assessment processes including timely pre-sentence assessments.
 - To embed the routine sharing of intelligence against recognised offenders subject to multi-agency intervention
 - To develop an effective and tailored service towards those offenders identified as a priority including CSE perpetrators, SOC nominals, MAPPA Offenders , Repeat Domestic Abuse offenders and priority Foreign National Offenders and women offenders.
15. The Integrated Offender Management Team, a multiagency team, focus on problem solving and reducing the harm and demand caused by these offenders, using the tactics each partner can utilise to best effect. The four key areas they focus on are;

- Investigate - understanding why and how they may cause offences
- Rehabilitate - offer diversion and education to prevent offending
- Restrict - provide controls and enforce if breached
- Protect - safeguard victims, public and associates of the offender

16. The Team are dealing with 347 offenders who present high risk of causing serious harm or reoffending with 56% relating to serious crime, domestic abuse, firearms or serious violence.
17. A proposed format for operational and oversight of substance misuse services was provided which seeks to increase the information provided to local authorities from the available data and allow for local problem solving within community safety partnerships
18. A review of the drugs intervention programme had also taken place with a streamlined and more intervention based approach being adopted that seeks to get people into treatment rather than focusing on the number of people screened.
19. EnGage is a CRC led, Office of the Police and Crime Commissioner (OPCC) funded scheme targeting 18-24 year olds following a community resolution or conditional caution for an offence. Of the 395 referral and interventions 375 have not committed any further offences. The lead officer for EnGage will be exploring how this service has developed and its potential for use across developing threat areas such as serious and organised crime, criminal exploitation and Modern Slavery.

Victims and Vulnerability

20. The Vulnerability Executive was created to provide Strategic Leadership for multi-agency responses to Vulnerability across Leicester, Leicestershire and Rutland. It brought together the already established Domestic Abuse Executive and the CSE Executive. The purpose of the Executive is;
- To agree an LLR strategy and action plan for child & adult vulnerability which will include the following priority areas CAIU, CSE, Missing, Domestic and Sexual Abuse, Criminal Exploitation and Modern Slavery Human Trafficking reflecting both the outcomes of LLR JSNAs and improvements identified through the scrutiny and challenge of the LSCB/LSABs.
 - To set strategic areas of priority across the vulnerability spectrum for focus and assurance by partners and local boards.
 - To provide drive and focus to operational delivery and response to child & adult vulnerability priorities specifically in promoting multi-agency partnership working.
 - To oversee the emerging threat profile and ensure appropriate responses to strategic threat and risk assessment.
 - To ensure that there is a performance management regime across agreed priority areas to test impact and provide assurance of improvement to the LSCB/LSABs.

- Take steps to ensure public trust is maintained in collective responses.
21. The Executive has met twice with the last meeting being held on the 1st February 2019. It agreed the following areas of priority;
 - Child Criminal Exploitation
 - Domestic Abuse and Sexual Violence – LLR Strategy and Vision
 - Modern Day Slavery and Human Trafficking
 - Repeat missing persons
 22. The Executive is due to meet on the 20th May 2019 where it will consider the revised Leicester, Leicestershire and Rutland Strategy and Vision for Domestic Abuse and Sexual Violence and the proposed Strategy, Vision and delivery timeline for Leicester, Leicestershire and Rutland's aligned responses to Child Criminal Exploitation.
 23. The Child Vulnerability Ops group which reports to the Executive has met twice and agreed the proposed Strategy, Vision and delivery timeline for Leicester, Leicestershire and Rutland's aligned responses to Child Criminal Exploitation. The OPCC funded post of Child Criminal Exploitation Strategic Lead for the Partnership has been appointed and will be attending the next Executive. This role will assist in the design and implementation of all partners' operational responses to this exploitation and ensure there is alignment.
 24. The Domestic, Sexual Violence and Abuse Ops group which reports to the Executive has also met twice. It has agreed a revised Leicester, Leicestershire and Rutland Strategy, Vision and Governance structure for Domestic Abuse and Sexual Violence and will ask the Executive for agreement to allow this new strategy and delivery structure to be implemented.

Serious and Organised Crime

25. The Strategic Partnership Board Executive agreed in November 2018 a clear partnership strategy to reduce the harm caused by Serious and Organised Crime across Leicester, Leicestershire and Rutland.
26. The strategic aim is to work effectively together to reduce the harm caused by serious and organised crime across Leicester, Leicestershire and Rutland by:
 - Having a shared understanding of the threats informed by shared information and risk assessment
 - Jointly preventing people becoming involved and ensuring effective diversion and interventions are in place
 - Be able to identify and deal with the vulnerability and harm caused by serious and organised crime

- Evidencing operational activity to disrupt and deter those involved using the partnerships range of interventions available

27. Operation Lionheart: On 9 April 2019 Operation Lionheart was initiated by Leicestershire Police as the intensive enforcement stage of a significant police investigation into County Lines drugs supply and serious organised crime across Leicester, Leicestershire and Rutland. The operation resulted in 124 executed warrants and 87 people arrested, 82 of which were charged . 15 vulnerable adults were identified and 15 vulnerable children were all found to be engaged in some form of criminal activity.
28. The main areas impacted were Charnwood and Leicester City where exceptional support from safeguarding teams, housing, repairs, Turning Point and community safety have allowed for further disruption and interventions to be provided.
29. The operation continues as those charged start to appear in court. The disruption to a number of known organised crime groups has been significant.

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Relevant Impact Assessments

Equality and Human Rights

Implications: the work outlined above impacts significantly on vulnerable groups of people across Leicestershire. Where new services or initiatives are developed full impact assessments are undertaken.