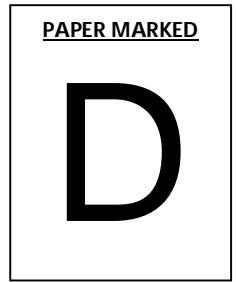


**POLICE AND CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND  
COMPLAINTS COMMITTEE**



Report of	<b>OFFICE OF POLICE &amp; CRIME COMMISSIONER</b>
Subject	<b>PEOPLE ZONES</b>
Date	<b>FRIDAY 13 DECEMBER 2019 – 10:00 a.m.</b>
Author	<b>VICTORIA CHARLTON</b>

**Purpose of Report**

1. The purpose of the report is to provide the Committee with an update and overview of the development of People Zones to date.

**Recommendations**

2. The Committee is recommended to discuss and note the contents of the report.

**Background**

3. In March 2018, the Chief Executive of the Police and Crime Commissioner (PCC) of Leicester, Leicestershire and Rutland (LLR) put forward a proposal to the Strategic Partnership Board (SPB) of the conceptual idea of People Zones (PZ). A community-based initiative, working in partnership to create a collaborative multi-agency approach to build a stronger, safer community; empowering people to become more resilient.
4. The proposal was approved by the Board and, using the Indices of Multiple Deprivation and the Joint Needs Assessment, 3 areas across LLR were identified to be developed for PZ. The Bell Foundry Estate in Loughborough, an area in Coalville and New Parks in Leicester.

5. The purpose of PZ is to take a two-pronged multi agency approach to problematic behaviour. Firstly, the need to identify and manage those individuals displaying harmful behaviour, and secondly prevention and intervention. This includes supporting and building the resilience of the offender's family members; reducing the risk of them establishing similar behaviour patterns. This is to be done through collaborative working to provide the necessary resources and opportunities to enable communities to make better life choices.
6. Ultimately the end goal is for the local community to be independent of statutory bodies and organisations and to fundamentally develop its own ability to address local problems and find suitable solutions.

### **Developing People Zones**

7. In August 2018, the first of the three PZ area workshops were held for the Bell Foundry estate. It brought together the local authority, key partners and community organisations to discuss and identify the main issues within that area. Workshops in both Coalville and New Parks followed. These formed the basis of each of the Ambition Statements and set out the strategic aims to be delivered and agreed by the local partnerships.
8. Local governance arrangements have been established and the Information Sharing Agreement (ISA) has been distributed to partners for sign off.
9. A PZ logo has since been developed and banners with the branding are used at all events within each PZ. A website was also launched in February 2019, showcasing events and highlighting the positive activities underway within each PZ whilst also addressing community issues.

### **Partnerships**

10. Regular monthly partnerships meetings take place amongst the core PZ Development Teams within each PZ to deliver the aims of the Ambition Statement. This is fed in to the twice yearly area wide meetings held at Force Headquarters. An opportunity for each of the key development leads to come together and update the group on their progress and explore areas for shared learning.
11. Strong links have been established with key Leicestershire based sports teams to identify ways in which collaborative working can benefit those within the PZ. The Leicester Premier League KICKS programme, now run successful, diversionary activity, sessions within each locality.
12. Similarly new partnerships have been developed with the Community Rehabilitation Company (CRC) and their community payback scheme. One project is already underway to redecorate a local community playgroup in New Parks, and make it fit for purpose, with further development opportunities being explored in both Bell Foundry and Coalville.

13. A number of other positive links have been made with several community organisations focussing on prevention, or delivering resilience building sessions to equip individuals with the necessary skills to make improved life choices. This continues to be made possible by funding opportunities targeted to projects specifically aimed at the PZ areas.
14. Large community events, such as the recent Emergency Services Day in Coalville, help to bring both partner agencies and communities together bringing a connectivity that is sometimes lacking. Building upon this to increase community confidence will improve the level of engagement and sense of belonging for the long term benefit of the whole.

### **Recent Developments & Home Office Funding**

15. In February 2019, the OPCC received a grant from the Home Office as part of their bid for Serious Violence Intervention funding. The bid was to be specifically targeted towards the PZ project and awarded under the proviso the grant was to be spent by the end of the financial year, 31<sup>st</sup> March 2019.
16. A number of proposals had been outlined as part of the bid. Particular reference was made to the implementation of an operating model; to be used in the development of further PZ areas; asset mapping and to take the outline for the evaluation model to the next stage.

### **Specialist Consultancy Work**

17. Process Evolution were commissioned to implement a target operating model (TOM) to create a structured approach in the delivery of a PZ that could be used for the development of further PZ areas. The aim of which was to define a clear process in terms of its capabilities and the methodology surrounding the roles and responsibilities of those needed to implement it.
18. The toolkit model is built on the specification of the PZ methodology to provide a coordinated, structured multi agency approach. Not only to help reduce the risk of potential duplication but to enable the resource cost of implementing a PZ to be identified and estimated.
19. Process Evolution worked closely with the local authority and key partner agencies within each PZ area to understand and identify harmful behaviours, coordinated plans and sustainability.

### **Evaluation**

20. The need for a robust evaluation process is necessary for any project to provide a baseline in order to measure its success. Loughborough University were commissioned to develop an evaluation model to draw on a number of available data sources to enable some meaningful analysis to be carried out.
21. A number of workshops were held with key partners to understand the type of data required and what information was available. This helped to form the basis of the model and how best to collate the data and use it as a measure in a meaningful way.

22. Further discussions are in place between the OPCC and Loughborough University to work jointly in applying the model to each of the PZ areas. Initial conversations around piloting it in the Bell Foundry have been had with further work needed to drive this forward.

#### Health Sessions

23. The Clinical Commission Group (CCG) and the Leicestershire Partnership Trust were approached to deliver a number of 'health sessions' within each of the PZ areas. The aim of the sessions were to engage with communities, raise awareness and offer advice and support around a number of topics; including smoking cessation; alcohol and drug abuse, sexual health, diabetes and mental health.
24. A minimum of two sessions per week were delivered in each PZ area throughout March 2019. To ensure as wide a reach, and to engage with as many different members of the community as possible, the sessions were held in a variety of different locations within each PZ.
25. Feedback from the sessions has proved positive, with a request to deliver similar sessions again in the future.

#### Asset Mapping

26. Leicestershire and Rutland Sport (LRS) were tasked to carry out the asset mapping requirements across each individual PZ area.
27. This was an in-depth piece of work to identify the key assets in each location; these included buildings, community groups, GP surgeries, key community members, leisure activities etc and the value the community placed on them. Were they valuable, did the community know about them, how accessible are they and were they widely used? The assets were then 'mapped' onto a location map giving a clear picture of the available resource in the area and the importance placed on them.
28. This has proved to be an invaluable exercise in the development of the PZ, identifying the types of activities and resources already available in each area, who the target audience is and where the gaps are.

#### February Half Term – Sporting Activities

29. Working in partnership with LRS and the leisure centres in each locality, a number of different sporting activities were delivered during half term, week commencing 18<sup>th</sup> February 2019. These included free child swim sessions, additional sports classes and family fun sessions. The sessions were targeted towards those members of the community living within the PZ to encourage a more active lifestyle and make health and well-being accessible to all.

## What Has Not Worked Well?

30. The past two months have been spent reflecting and taking stock of PZ to date. Whilst it is widely recognised that the methodology behind this initiative is sound, a number of gaps have been highlighted.

### 31. Community Engagement

- i. More work needs to be done to develop strong links with the community and key figures within each PZ.
- ii. It has been acknowledged that PZ is still largely agency led with not enough focus on getting the community engaged to drive it from the bottom up. This needs to be address not only from an ethical perspective, “agencies doing to communities”, but to ensure a sustainability in the long-term.
- iii. The Chief Executive, of the OPCC, and the Relationship and Change Manager have reconfigured the original toolkit model to begin to address this, presenting it at the 3 areas PZ meeting at the end of November 2019. See Annexe A.
- iv. Exploring theories around asset based community development could potentially provide a platform for learning that can be utilised and applied in each locality. Engaging communities is key, having the tools to do this effectively requires some research and planning.
- v. Building community confidence will increase engagement. Giving communities a voice, working with them to develop a realistic delivery plan will allow them to take ownership and feel empowered.
- vi. Tapping in to existing community groups to carry out consultations and hold focus groups providing a two-way dialogue is important in building relationships and ensuring transparency.

### 32. Communication

- vii. The need to improve communications amongst stakeholders as well as community members is important and something that requires improvement.
- viii. The OPCC introduced a newsletter in May 2019 with the aim to promote and provide an update of all the good work that has happened within each PZ on a quarterly basis. Initial feedback has been positive, though this hasn't been as successful as hoped. Lack of resource within the OPCC to coordinate and maintain this is one factor.
- ix. Work to develop a PZ communications plan would be beneficial and provide some structure and focus.

- x. Explore the need to encourage communities and agencies to work together and collaboratively produce a newsletter to help promote PZ would also help build relationships.
- xi. Other ways to improve communication and the various methods to communicate also need to be explored. Is there a local radio station? Or a local paper? Are local schools engaged? What is the best platform in each PZ locality?

### 33. Evaluation

- xii. Evaluation is an important part of any project or initiative to ascertain the impact and value added. To date this has not progressed as quickly as originally planned, for a number of reasons.
- xiii. Issues around data sharing have, for the most part been resolved, and discussions are now being had between the local authority for the Bell Foundry PZ and Loughborough University.
- xiv. Loughborough University developed the Evaluation Model as part of the Home Office funding earlier in the year. The OPCC have agreed to commission them to carry out the evaluation in each of the PZ areas, starting with Bell Foundry.
- xv. Equality Impact Assessments still need to be completed for both Bell Foundry and Coalville.

### **Future Plans**

- 34. Following the development of the Evaluation Model, discussions are taking place with Loughborough University to commission them to carry out the evaluation work for the PZ. Delivery plans are being drafted to outline how this can be achieved and within what timescale. Support from partners and the sharing of data is key to its success.
- 35. Assessment of each PZ area against the revised TOM needs to be carried out in order to identify any gaps and realign priorities to get back on track. This shared learning will help to form an improved approach when looking to develop additional PZ in other areas across LLR.
- 36. Carry out an evaluation assessment based on the data sets identified from the evaluation model. Identify serious harm issues and areas requiring focussed activity to ensure positive outcomes.
- 37. Explore ways to engage communities and ensure they are involved from the outset. Tap in to and build on existing groups, forums, residents associations and start listening to what the community have to say.
- 38. Build stronger links with community and groups to help identify natural key leaders within each locality. These people will be integral when engaging with local residents and getting their buy-in.

39. The development of a communications and stakeholder engagement strategy is key to re-establish links with partners, engage communities and ensure buy-in. Improved communication links will help to raise awareness of PZ and the positive impact it is having on the community. This will include utilising all forms of communication and increasing our presence on a variety of online and social media platforms.
40. Improved links with adult social care and health.
41. Having secured funding from the Home Office to develop an LLR-wide Violence Reduction Network (VRN), discussions are under-way to see how the PZ and VRN can be aligned. Both projects share a lot of the same methodology around prevention and intervention. Identifying joint initiatives and opportunities to work collaboratively to pool resources is high on the agenda.

### **Conclusion**

42. The work developed and carried out as part of the Home Office funding has proved an invaluable resource to the development of the PZ initiative. The additional services that have been delivered within the communities has been extremely beneficial and provided further ideas regarding future opportunities. Specifically the work undertaken by Process Evolution, Loughborough University and LRS has been particularly insightful in providing a platform to base the future development of additional PZ.
43. PZ is still very much in the early stages and there is still a lot of work to do. That said, a lot has been achieved since the initial partnership workshop just over 12 months ago. Core development teams have been established within each area and a number of focussed activities are being centred around each locality.
44. Work to engage communities, build relationships and encourage local people to get involved needs to be addressed. The success of PZ is reliant on community engagement to ensure its sustainability. It is worth pointing out that the objectives set by the Violence Reduction Unit in Scotland took over 10 years to meet and they still aren't there yet.
45. PZ is not a quick fix. Many of the problematic behaviours are inter-generational, ingrained over time, as a way of life. This is a long term solution that will take time, with a need for real commitment from partners and getting communities involved from the start.

### **Implications**

Financial: There are no specific funds set aside to provide resources to work within people Zones. A small pot of money has been identified to fund and support activities within each People Zone. Once this runs out there are no additional funds available.

Legal: No specific issues identified.

Equality Impact Assessment: EIAs are currently being conducted within each People Zone area.

Risks and Impact: A risk register is in place.

Link to Police and Crime Plan: Vulnerability, Viable Partnerships, Visible Policing, Prevention.

### **List of Appendices**

Annexe A – People Zone Toolkit – LLR Meeting Nov'19 (presentation)

### **Person to Contact**

Victoria Charlton, Relationship & Change Manager - Tel 0116 229 8701

Email: [Victoria.Charlton7209@leicestershire.pnn.police.uk](mailto:Victoria.Charlton7209@leicestershire.pnn.police.uk)