



To: Councillor Richard Johnson Executive Councillor for Communities

Report by: Debbie Kaye

Relevant scrutiny committee: Community Services Scrutiny Committee 29/6/2017

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge East Chesterton King's Hedges Market Newnham Petersfield Queen Edith's Romsey Trumpington West Chesterton

REVIEW OF STRATEGIC PARTNERSHIPS: HEALTH AND WELLBEING BOARD AND CHILDRENS EXECUTIVE PARTNERSHIP

Not a Key Decision

1. Executive summary

- 1.1 A report giving an update on the key external partnerships the Council is involved with was provided to Strategy and Resources Scrutiny Committee on 20 March 2017. It was agreed at this meeting that Community Services Scrutiny Committee be given the opportunity to consider the partnerships relevant to its work – Cambridgeshire's Health and Wellbeing and the Children's Trust - and to also take into account how growing concerns about homelessness in the City are presently feeding into these partnerships.

2. Recommendations

- 2.1 The Executive Councillor is recommended to:
- a) Continue to work with these key external partnerships to ensure that public agencies and others can together address the strategic issues affecting Cambridge, including the growing homelessness issue in the City, and that the concerns of Cambridge citizens are responded to.

3. Background

- 3.1 The annual report on the strategic partnerships the Council is involved with is provided on an annual basis and is part of a commitment given in the Council's "Principles of Partnership Working". In some cases members may be aware of current issues arising from a partnership as a result of recent reports about their activities that have arisen a key decisions need to be taken.
- 3.2 It is a time where the partnership landscape is rapidly changing due in part to Government reforms, the impact of public spending restrictions or new opportunities that may have arisen through devolution or other collaborative working arrangements to help tackle the "big issues" for Cambridge and Cambridgeshire.
- 3.3 The partnerships considered in this report are:
- **Cambridgeshire's Trust**
 - **Cambridgeshire's Health and Wellbeing Board**

4. Cambridgeshire Children's Trust

- 4.1 The Children's Trust Executive Partnership is a small body consisting of five members, the Lead Member for Children's Services (Cambs County Council), the Executive Director for Children, Families and Adult Services and the three chairs of the Area Partnerships, that sits at the centre of a network aimed at supporting partnership working and facilitating local activities that are delivered to children, young people and their families.
- 4.2 The Executive Partnership has taken on the lead role for reporting annually on progress towards Priority 1 of the county Health and Wellbeing Strategy, "Ensure a positive start to life for children, young people and their families". Its latest report was submitted to the Health and Wellbeing Board on 19 January 2017.
- 4.3 The priorities for the Children's Trust (2014-17) were developed from the views of partners in the Executive Board and its Area Partnerships. These are to:
- Address the impact of welfare reforms and poverty on educational attainment and health outcomes of children
 - Improve children's mental health and considering parental mental health

- Address drug and alcohol misuse within the family environment
- 4.4 The Children's Trust Executive Group meets twice a year and it is expected that the bulk of its work is carried out by the Area Partnerships whose members come together to address local needs and develop actions that add value to the work of any one organisation. All of the three partnerships, East Cambridgeshire and Fenland, South Cambridgeshire and Cambridge City and, Huntingdonshire have a track record of developing projects on small or zero budgets, testing new ideas and approaches.
- 4.5 Cambridge City Council does not have a representative in the Children's Trust Executive Partnership, instead working through the Local Area Partnership (South Cambridgeshire and Cambridge City).
- 4.6 The role of **Children's Trust Area Partnerships** is to:
- Develop partnership work that enhances opportunities for children, young people and their families living within that area
 - Develop and support key projects to be delivered locally
 - Monitor progress and provide an annual report on progress and gaps to the Executive Partnership
 - Escalate issues and barriers for resolution
 - Highlight local trends and gaps within existing service provisions
 - Facilitate networking and collaborative working within a local context
- 4.7 Each Local Area Partnership has developed its own local plan. This plan identifies local activities that are delivered collectively with local partners to meet the needs of families. This is an officer group and the Council's Children's and Young People's Services Manager is involved in its work. The Council has a duty under Children's Act 2004 to work in partnership with other statutory organisations to achieve positive outcomes for children.
- 4.8 The key work strands for the South Cambridgeshire and Cambridge City Local Area Partnership in 2016/17 includes:
- The "Heads Up" project that provided early mental health support in schools for 4 – 11 year old children. From the initial sessions staff were able to identify those who needed additional support
 - Assisting the Together for Families project to offer the "Think Family" approach to other organisations, particularly those in the community and voluntary sector

- As part of the Accelerating Achievement programme the partnership is working with the Collaborative Outreach Network to develop local projects with young people to raise aspirations, especially for vulnerable groups
- Working with Arts and Minds to offer “Arts on Prescription” project to two local schools in Cambridge
- Supporting the roll-out of the “Tough Love” project in secondary schools and community settings.

- 4.9 A phase one consultation document was published in December 2016 as part of the county’s **Children’s Change Programme**. It outlined how the county council’s children and young people’s services could be delivered in a different way, integrating the Social Care and Enhanced and Preventative Services into a single management structure. This involved bringing together specialists and locality teams into a single district team under one manager. This may help reduce some duplication and make the service a bit sharper but could involve the loss of senior posts to achieve savings at a time when demand for services seems to be increasing and the gap in levels of achievement between pupils in receipt of pupil premium and other groups is deteriorating.
- 4.10 It is not clear in what format **Children’s Centres** or the **Together for Families** initiative will emerge from the change programme. It seems that the Local Area Partnerships will remain in place although the coordinator post will be moved into a different county council directorate and the hours assigned to it reduced by one day – so the level of officer support available to the locality partnerships will be reduced.
- 4.11 A response document to the concerns raised during the consultation was published at the end of January 2017. The Area Partnerships will have further opportunities to give their views about proposed arrangements for the delivery of children and young people’s services in their localities as they are developed.
- 4.12 At present there are no young homeless people recorded in Cambridge but around 50 young do live in temporary accommodation with their families. The Area Partnerships will be carrying out a strategic assessment of issues in their areas shortly and the issue of homelessness will be considered as a part of this assessment.

5. **Cambridgeshire’s Health and Wellbeing Board (HWB)**

- 5.1 Cambridgeshire’s Health and Wellbeing Board (“the Board”) and its network brings together leaders from local organisations that have a

strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.

- 5.2 The Board includes representatives from, county council, local district councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Council's representative in the Board is Councillor Abbott.
- 5.3 During the past year representation from NHS organisations was increased within the Board to give it a better balance between local authorities and the NHS. There was concern that the committee was taking on a scrutiny role, which is the domain of the county **Health Committee**, rather than an advisory role. The Board meets bi-monthly. The Council's representative in the Health Committee is Councillor Abbott.
- 5.4 The work of the Board is guided by the **Cambridgeshire Health and Wellbeing Strategy 2012-17**. The strategy focuses on six priorities to improve the physical and mental health and wellbeing of Cambridgeshire residents. In particular, there is an intention to improve the health of the poorest fastest. One of the areas of focus within the strategy is to **“Work with local partners to prevent and tackle homelessness and address the effects of changes in housing and welfare benefits on vulnerable groups”**.
- 5.5 The **Joint Strategic Needs Assessment (JSNA)** informs and underpins the Health and Wellbeing Strategy and provides a series of assessments about the needs of people in Cambridgeshire. Recently a New Housing Developments and Built Environment JSNA and Drug and Alcohol JSNA have been published. There is a Homelessness and At Risk of Homelessness JSNA prepared in 2010 that describes the needs of people who are homeless or at risk of becoming homeless, that Council officers helped contribute to. Progress in improving the health and wellbeing of local populations is assessed in the Director of Public Health's Annual Report.
- 5.6 The **Annual Public Health Report (APHR)** for 2015/16 adds a broader focus, looking at changes and trends in public health outcomes over recent years. The APHR 2016/17 report highlights sources of information about Local Health (a tool provided by Public Health England) and supports three opportunities for public health

action in Cambridgeshire, building on the priorities of the previous report. These are:

- A focus on promoting the health of school age children, including mental health
- A whole system approach to healthy diet and physical activity – reversing the trend in obesity
- Supporting a positive approach to healthy ageing.

5.7 The national **Public Health Outcomes Framework** (PHOF) provides detailed information on how well Cambridgeshire is doing compared with other areas for a range of health outcomes, as well as the lifestyle and environmental factors which influence health. The current Cambridge Local Health Profile is for 2015 and shows some of the PHOF headlines for the City. It states that, “The health of people in Cambridge is generally better than the England average. Deprivation is lower than average, however about 14.9% (2,500) children live in poverty. The inequality in life expectancy (*between wards*) that is related to deprivation in this local area is 8.2 years for men and 7.9 years for women”.

5.8 This year the work of the Cambridgeshire Health and Wellbeing Board has been heavily influenced by the emergence of Cambridgeshire and Peterborough’s five year **Sustainability and Transformation Plan (STP)**, which was published on 21 November 2016 by the Cambridgeshire and Peterborough Clinical Commissioning Group.

5.9 This plan helps address issues highlighted in its Evidence for Change document (March 2016) and develops a response to an interim STP summary (July 2016) that forecast a deficit for the local health care system of £250m in addition to the £250m of savings and efficiency plans individual Trusts and the Clinical Commissioning Group need to deliver. The scale of the change required is significant and it is recognised that its delivery will be challenging.

5.10 The STP sets out how a successful local NHS health care economy can be delivered in its “Fit for the Future” programme. This includes new locality and system-wide governance. At the same time the county council through its **Transforming Lives** strategy is looking to develop a new approach to social care and deliver the requirements of

the Care Act, its Older People's Programme and the Better Care Fund.

- 5.11 Partners in the local health and care system are looking to work together to find solutions to the challenges they are facing and are trying to align healthcare, public health and social care. The integration of local health and social care is likely to be a future part of the delivery of a phase of the **Devolution Agreement**.
- 5.12 To assist the different NHS organisations in working closer together a **Memorandum of Understanding** (MoU) setting out behaviours and principles that will promote joint working has been agreed between them. A variant that takes into account local authority governance has now been signed by Cambridgeshire County Council and Peterborough City unitary authority. It is expected that district councils will be asked to sign-up to a statement supporting principles of joint working to help promote healthy living, to allow further preventative work to take place with NHS partners. This statement is presently being prepared.
- 5.13 The Health and Wellbeing Board is seen as the partnership body where partnership working is promoted and this has been the place where the Fit for the Future programme has been discussed with district councils. The Board has also considered some of the governance arrangements for the STP, including the establishment of Area Boards to allow local NHS organisations to discuss their plans for services with local partners and to try to bolster preventative care to reduce demand for acute services.
- 5.14 The CCG is keen to align the Area Boards with communities of place and have proposed a Cambridge City and South Cambridgeshire Area Board as one of three Area Boards covering Cambridgeshire and Peterborough. Local Health Partnerships could be incorporated into Area Boards, although no detailed proposals have been developed.
- 5.15 Whilst the number of health and social care forums has reduced overall with the restructuring of NHS and county services the council is still faced with deciding where it can best influence partners, promote our contribution to improving wellbeing and ensure the best outcomes for local people. The council presently has an officer representative in the Area Board and Healthy Ageing and Prevention Steering Group.

- 5.16 A **Public Health Reference Group** presently reports to the Health and Wellbeing Board and involves district public health leads in developing approaches to public health that support the Director of Public Health's priorities of mental health (particularly for children), promoting physical activity and reducing the isolation of older people. These priorities coincide with priorities for the council and so there are opportunities for the Council to contribute and to look to align some of our current work. Recently the council's sports development team were involved in a successful project, supported by funding from public health, to promote physical activity across Cambridgeshire.
- 5.17 The county Public Health service is presently looking to work closer with district councils and is preparing a district council and public health delivery plan to build on what is being done locally and to provide additional support from its specialist advisors where it is needed. Recent business of the Board has included looking at the CCG's Mental Health Strategy Framework, Primary Care Strategy – GP Recruitment and Retention, Pharmaceutical Needs Assessment and Better Care Fund Planning.
- 5.18 The **Cambridge Local Health Partnership** (CLHP), which forms a part of the Board's network, involves local GPs and others with an interest in local health and social care. It is chaired by the City Council's Executive member for Communities. The main role of the CLHP is to inform the Executive member and the member representing the council in the Board about local health and social care issues, so that the interests of Cambridge's residents can be taken into account by the HWB Board, and to promote local partnership working.
- 5.19 Recently the CLHP has been using a themed approach to its meetings, looking at each of the priorities of the HWB strategy in turn, taking the theme that will be on the agenda of the following HWB Board meeting. The CLHP usually meets a week before the HWB Board but on a quarterly basis. The HWB Board meets on alternative months – six times a year – so there are meetings where the CLHP won't be able to consider HWB Board agenda.
- 5.20 The CLHP has looked in the past at supported housing and partnership responses to reduce street based homelessness. The Council has put in place a Homelessness Strategy Action Plan that sets out what the Council and its partners want to achieve in this area,

which includes help tackle rough sleeping and its root causes. A “Homelessness Summit” was convened where partners committed to agreed actions, giving clear expectations for partners and a joint monitoring system performance and outcomes to help understand what works and to achieve value for money. This approach is summed up in the joint “Rough Sleeping Statement”.

- 5.21 With funding secured through the government’s Homelessness Prevention Trailblazer fund, the council will be further working with partners to build on and develop the co-ordinated multi-agency approach to preventing homelessness. This will include: training for professionals; setting up a landlord resolution service to help maintain tenancies and reduce evictions; improving access to private rented housing; and improving web-based information on the range of services available.

6. Implications

(a) Financial Implications

The strategic partnerships the Council is involved with have resources to improve infrastructure and support the growth of Cambridge. By working together with other public agencies the Council may be able to achieve more than working on its own.

(b) Staffing Implications (if not covered in Consultations Section)

This will depend on how the development of joint working opportunities is taken forward within each partnership.

(c) Equality and Poverty Implications

The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be on providing affordable housing, training and other measures to move people back into work and addressing health inequalities.

(d) Environmental Implications

Business models that promote low carbon use and improve the sustainability of developments will be supported.

(e) Procurement

The partnerships are likely to procure or commission services to achieve their aims.

(f) Consultation and communication

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

(g) **Community Safety**

To improve community safety is a core purpose of the Cambridge Community Safety Partnership, which was considered as part of the report provided to Strategy and Resources on 20 March, 2017.

7. Background papers

Background papers can be accessed by following the hyperlinks set out beneath the document headings:

Cambridge City Council's Homelessness Strategy Action Plan

<https://www.cambridge.gov.uk/content/housing-and-related-strategies#homelessness-strategy>

Principles of Partnership Working

<https://www.cambridge.gov.uk/content/guide-partnership-working>

Cambridgeshire's Health and Wellbeing Board

http://www4.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

Joint Strategic Needs Assessment

<http://www.cambridgeshireinsight.org.uk/jsna>

Annual Public Health Report

<http://cambridgeshireinsight.org.uk/health/aphr>

Cambridge Local Health Profile 2015

<http://fingertipsreports.phe.org.uk/health-profiles/2016/e07000008.pdf>

Cambridge Local Health Partnership

<http://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=347>

Children's Trust and Area Partnerships

http://www4.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/279/children_and_families_working_with_partners/2

8. Appendices

No Appendices have been added.

9. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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