



Item

## UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS

**To:**

Councillor Anna Smith, Executive Councillor for Communities, and  
Councillor Nicky Massey, Executive Councillor for Transport and  
Community Safety

Environment and Community Scrutiny Committee, 8 February 2020

**Report by:**

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**Wards affected:**

All wards

### 1. Executive Summary

- 1.1 This paper provides an update on the work of the Health and Wellbeing Board and Cambridge Community Safety Partnership as a part of the Council's commitment given in its "Principles of Partnership Working".
- 1.2 The rise of the pandemic this year has disrupted some of the planned activity of the partnerships to allow the wider systems to focus on the immediate priorities of responding to the pandemic and planning for future recovery and resilience.
- 1.3 During this time partnership working both with other public agencies and local communities has become more important than ever as new arrangements and ways of working have emerged. This report, however, looks at the business of the partnerships in question and

does not look to these wider partnership arrangements, which have been the subject of other papers to members.

## **2. Recommendations**

2.1 The Executive Councillor for Communities is recommended to:

- a) Continue to work with the Cambridgeshire Health and Wellbeing Board and the Cambridgeshire and Peterborough Joint Committees to ensure that public agencies and others can come together to address the strategic issues affecting Cambridge City, and that the concerns of citizens are heard.

2.2 The Executive Councillor for Transport and Community Safety is recommended to:

- a) Continue to work with the Community Safety Partnership to ensure that public agencies and others can come together to address the strategic issues affecting Cambridge City, and that the concerns of citizens are heard.

## **3. Background**

3.1 The strategic partnerships that are covered in this paper include:

- Cambridgeshire's Health and Wellbeing Board ("the HWB"), and
- Cambridge Community Safety Partnership.

## **4. Cambridgeshire's Health and Wellbeing Board**

4.1 In normal times Cambridgeshire's Health and Wellbeing Board ("the HWB") 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.

4.2 To enable the capacity of the health and social care system to focus on the immediate priorities of responding to the pandemic, the work

of Cambridgeshire HWB was suspended. The Cambridgeshire and Peterborough Health and Wellbeing Board (Core Joint Sub-Committee) has met twice, the first on 11 September 2020 and the second on 4 December 2020. The Whole System Joint Sub-Committee, consisting of the membership of both Cambridgeshire and Peterborough Health and Wellbeing Boards, last met on 29 June 2020.

- 4.3 A new joint committee under the auspices of health and wellbeing, the **Cambridgeshire and Peterborough Local Outbreak Engagement Board**, was established in July 2020 as part of the governance arrangements for local outbreak control, which forms part of the wider national Test and Trace programme. The purpose of this Board is to provide political ownership and public engagement and reassurance on local outbreak management plans and their implementation.
- 4.4 A multi-agency **Covid-19 Health Protection Board** has the responsibility to develop local outbreak control plans. The Local Outbreak Engagement Board supports the Covid-19 Health Protection Board by providing a Council Member-led public facing board to communicate openly with the public.
- 4.5 Responses to the Covid-19 pandemic have been reported to members through a variety of arrangements and are outside of the scope of this report.
- 4.6 During the summer the health and social care system started to turn its attention to future recovery and resilience planning, and this presented an opportunity to review joint commissioning priorities. The body tasked to do this is the **Integrated Commissioning Board**, which resumed meetings on the 14th May 2020 and has continued to meet monthly since that date.
- 4.7 The **Core Joint Sub-Committee** has looked at the work of the Integrated Commissioning Board. It was recognised that the response to Covid-19 involved rapid implementation of capacity and provision across the system and that alliances with Local Authority, Health, Housing and Voluntary sector partners set up during the peak of the crisis should continue into the future.

- 4.8 The work of the **North and South Provider Alliances** and **Integrated Neighbourhoods** has also now recommenced. This is seen as an opportunity to strengthen joint commissioning at a local level and embed the county's "Think Communities" approach. Homelessness support and exploring opportunities through new models of working is also seen as an opportunity to strengthen links with health provision and build on the successful homelessness work in response to Covid-19.
- 4.9 Provider Alliances were established in August 2018 to bring providers together to improve the quality of care for patients and service users; outcomes for the local population; and value for the taxpayer. **Primary Care Networks** (PCNs) were launched in July 2019 with the introduction of a new National General Medical Services contract. PCNs are GP practices working together to cover communities of 30-50,000 and providing wider primary care services, and the cornerstone of a new local Integrated Neighbourhood model.
- 4.10 Alliances have worked closely with PCN Clinical Directors to help them develop in line with national expectations. In Cambridge City, there are four PCNs: Cam Medical; Cambridge City 4: Cambridge City and Cantab and all, apart from Cam Medical, extend out beyond the city's boundaries.
- 4.11 PCNs are the cornerstone of a local Integrated Neighbourhood model, which aims to change the relationship between public services and local citizens and empower people to make informed choices about their health and care needs. An Integrated Neighbourhood model is at an early stage of development in Cantab PCN and initial work has sought to define commissioning boundaries.
- 4.12 Better Care Fund reporting has been suspended since March 2020 and was reinstated on 4 September 2020. The September report showed that the rate of permanent residential admissions in Cambridgeshire for 2019/20 was 519.9 per 100,000 against a target of 473 per 100,000. **Delayed Transfer of Care** reporting as a part of the Better Care Fund was suspended in March 2020.

- 4.13 The Core Joint Sub-Committee, however, has still been monitoring patient flows. At the end of March 2020 national guidance about hospital discharges was issued setting out clear directives regarding the implementation of simplified processes and effective **Discharge to Assess Pathways**. In September 2020 system partners agreed to invest £3.4m additional funds from the national COVID monies to the end of March 2021 to increase capacity levels in the community to meet increases in demand due to operational pressures in the system. The goal for everyone receiving support is to maximise their long-term independence and it is expected to achieve 90% of maximum possible daily discharges from hospital.
- 4.14 A **Local Care Home Support Plan**, developed by the local authorities and the NHS, showing a health and care system response to support care homes in infection prevention and control to minimise the risk of COVID 19 outbreaks in homes and deliver the outcomes associated with the Infection Control Funding from central government, was submitted in late May. The implementation of this plan is being monitored by the Core Joint Sub-Committee.
- 4.15 The Core Joint Sub-Committee has also taken an interest in the progress of the **Best Start in Life Programme**. This is a 5 year strategy which aims to improve life chances of children (prebirth to 5 years) in Cambridgeshire and Peterborough by addressing inequalities, narrowing the gap in attainment and improving outcomes for all children, including disadvantaged children and families.
- 4.16 Work restarted on Phase 3 of the programme in September 2020, with the core team meeting fortnightly to oversee the workstreams and includes colleagues from across the partnership. Phase 3 will focus on piloting an integrated delivery model in 3 areas, one of which includes Cambridge City. Timescales for work are likely to be impacted by how the pandemic evolves but it is anticipated the roadmap will be flexible enough to manage this without losing momentum. This phase is expected to last until August 2021.
- 4.17 The HWB, when it meets, includes a balance of representatives from NHS based organisations (NHS England, Clinical

Commissioning Group, NHS providers and Healthwatch) and local authorities, including officers (Public Health, People and Community Services) and members (County Council and District Council). The HWB is chaired by a County Council member and the lead officer is the Director of Public Health.

4.18 The city council's representative in the HWB is Councillor Nicky Massey, who also attends the Whole System Joint Sub-Committee. Councillor Nicky Massey is also a member of the county council's Health Committee, which receives updates on the county council's response to Covid-19 and carries out scrutiny of health and social care work, including the Cambridgeshire and Peterborough Sustainability and Transformation Partnership's (STP) recovery planning. The HWB was set up to promote partnership working and is not intended as a scrutiny committee. The Health Committee has been meeting monthly since May 2020.

4.19 The Living Well Partnership covering Cambridge City and South Cambridgeshire has not met this year.

## **5. Cambridge Community Safety Partnership (Cambridge CSP)**

5.1 Community Safety Partnerships (CSPs) were set up as statutory bodies at district and unitary local authority level under the Crime and Disorder Act 1998. The responsible authorities are required to work together to develop and implement strategies to protect their local communities from crime and to help people feel safe.

5.2 The Cambridge CSP brings together agencies concerned with tackling and reducing crime and antisocial behaviour in Cambridge City. The Board usually meets four times a year and the City Council's representative in the Board is Councillor Nicky Massey. The Board is currently chaired by Debbie Kaye who is Head of Community Services at the City Council.

5.3 The Cambridge CSP continues to seek to understand the community safety issues residents, visitors and local businesses are experiencing and select issues where the CSP feels it can add value and take appropriate collective action to make a difference. It will then assess the effectiveness of its interventions.

## Annual Review 2020

- 5.4 Cambridge CSP published its **Annual Review 2020** in October 2020 as a public facing document to provide information about the priorities the CSP had sought to tackle during 2019/20, how it had gone about tackling these and how it knew it had made progress in reducing crime and disorder. Readers of the review are directed to the CSP's webpage to find out more about the partnership's work.
- 5.5 The Review highlighted that the CSP usually receives a grant from the Police and Crime Commissioner called the **Community Safety Fund** ("CSF"). It uses this grant to commission partner agencies to tackle each priority by means of smaller targeted projects. Due to a change in the system and approach for the CSF, it was reported that one larger project will be funded during 2020-2021 related to the Cambridge CSP's Transformation Topic: **Serious Violence - Young People and County Lines**.

## Progress against current priorities in the Community Safety Plan

- 5.6 After taking in to account strategic assessments that provided a range of detailed information about crime, disorder, substance abuse and other community matters affecting Cambridge City the following two priorities were adopted for 2020-2021 in the **Community Safety Plan**:
- Safeguarding young people against violence and exploitation
  - Listening to community needs and responding together to reduce harm
- 5.7 There are also business as usual operational groups, shown below, overseen by a multi-agency steering group.
- **City Centre**, led by the Police, works with stakeholders such as businesses and universities to discuss issues such as night time economy and retail crime
  - **Domestic Abuse**, led by Cambridge City Council, raises awareness, co-ordinates training, a Community Forum and White Ribbon Campaign
  - **Problem Solving**, led by Cambridge City Council, Multi-Agency Partners discusses cases including hot spots to develop action plans

- **Street Community**, led by Cambridge City Council, discusses cases and develops action plans

5.8 To help reduce local demand and work on prevention, allowing opportunities and expertise available countywide to be accessed a Transformation Topic has also been selected. This is **Protecting Young People Against Violence and Exploitation** and **County Lines**.

#### Protecting Young People Against Violence and Exploitation

5.9 This has included work with **Cambridgeshire's Youth Consultation Panel** to support young people at greatest risk of harm during Covid-19. Nearly £14,000 has been raised in grant funding, including a national lottery grant for £10,000 and donations from business, to provide over 700 digital devices to young people to allow them to continue to participate in education or diversionary sessions whilst at home (in lock down). The Youth Panel continues to work with the CSP to help understand in greater detail issues around Serious Violence and young people in the city.

5.10 In addition, a programme of eight one-hour sessions "Transforming Lives" has been developed to support a small cohort of young people at risk of exploitation. The City Council Community Safety Team facilitated the Cambridge City cohort and led sessions in other districts.

#### County Lines Project

5.11 Led by the City Council a part time project officer has been recruited to develop and deliver a campaign offering advice and information to parents and carers. The aim is to help prevent young people becoming involved in County Lines. The project officer's role is to co-ordinate the project with work already being done across the county, including with the County Lines Pathfinder, the Safeguarding Boards and Early Help. This is being funded by the Office of the Police and Crime Commissioner, who has invested £32k in this project during 20/21, which when evaluated, could be rolled out across the county with additional funding.

5.12 To date a Task and Finish group has been formed to guide this work and a survey of parents, carers and young people has been carried out to help understand community concerns about county lines, what

gaps there are in reporting concerns and, what advice is available or should be made available. With the closure of schools and community centres, the consultation process was adapted and tapped into virtual forums, such as the City Council's virtual community centre, to set up focus groups and other groups. The project officer is currently working with the county research group to analyse and present findings. The results of the survey and the expert input from the task and finish group will be used to develop a plan for the campaign and the ongoing work of the project officer post.

- 5.13 Organised Crime Groups looking at this issue have been reviewed and will now be run around focused case work.

#### Listening to community needs and responding together to reduce harm

- 5.14 "Operation Carmel", is a Police-led plan to target areas in the city to respond to concerns from residents in the area about street-based drug dealing. There are three strands to the plan one of which involves street-based consultation to better understand problems. This will help ensure that people know how to report issues in the future and to clarify what is done with the information provided. The pandemic has limited the range of interactions, but the project has continued.
- 5.15 Operation Carmel is strategy underpinned by a strong partnership approach with everyone with a stake in their local community. As it moves from community to community opportunities will be taken to tie in with local action groups, volunteer projects and resident associations to help building stronger links.

#### Domestic Abuse

- 5.16 The CSP, represented on the County strategic and operational groups, ensures promotion that local domestic abuse services are continuing, and support available during the pandemic. Emergency housing provision has been put in place during the pandemic and a plan developed to support local people who may want to sleep rough again, and those newly homeless such as through domestic abuse or economic circumstances such as job losses.

### Safer Streets Fund

- 5.17 A successful bid was made through the Police and Crime Commissioner's Office to the Home Office Safer Streets Fund for physical and environmental improvements and community development in parts of Arbury and West Chesterton that are affected by acquisitive crime. A plan is now being developed to set up a burglary prevention/ community engagement project focused on hotspot areas, which will run until March 2021.

### Environmental visual audits (EVA)

- 5.18 As part of our partnership work around antisocial behaviour (ASB) problem solving in hotspot areas, officers from the Community Safety Team (CST) and the police's Community Officer have carried out several environmental visual audits (EVA) across the City. Alongside the audits work is going on to assist communities in taking ownership of their local environments.

### City Centre

- 5.19 A significant amount of partnership work has been put in place to mitigate any issues that might arise in the City Centre. There had been concern about the extent of Covid-19 risk reduction in stores, but local measures have proven successful in reducing opportunities for retail theft. There has been some increase in street based ASB but multi-agency responses have been expanded and the police have also looked at areas of displacement, such as Mill Road.
- 5.20 Partnership work between the City Council, CAMBAC, Cambridgeshire Constabulary and licensed premises has reduced capacity within premises, with only a few issues arising, although the footfall was much lower than usual, making it easier to manage changes.

### Community Safety Plan February 2021 to February 2022

- 5.21 The priorities to be included in the next Community Safety Plan will be confirmed by the Community Safety Partnership Board when it meets on 9 February 2021. The Board will again take into account the findings of a Strategic Assessment, yet to be published, that looks at the current position of priority areas and takes into account changes

brought about by measures to tackle the Covid-19 pandemic and, a Development Session, held on 1 December (2020), that looked forward to future challenges for the Partnership.

- 5.22 The current priorities were considered to offer opportunities to bring about improvement over the longer-term and it seems likely, although activity on the ground was been impacted by the pandemic during the year, that the same priorities will continue into the future, picking up any lessons that have been learned during this crisis along the way.

## **6. Implications**

### **a) Financial Implications**

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The partnerships covered in this paper will be responsible for putting in place new ways of working as part wider transformation plans and responses to the Covid-19 pandemic. By working together with other public agencies, the council can achieve more than working on its own, and possibly gain access to funding streams that it might not, otherwise, have the opportunity to reach.

### **b) Equality and Poverty Implications**

The partnerships will be looking to target services at those who are most vulnerable and to reduce inequalities, especially health inequalities, as much as possible.

### **c) Environmental Implications**

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

### **d) Procurement Implications**

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

### **e) Community Safety Implications**

Vulnerable groups of people will form a large part of the target users of services and it will be important that their wellbeing is taken account of. This is part of the core work of the Cambridge Community Safety Partnership.

## **7. Consultation and communication considerations**

Individual funding streams and plans will specify the groups of people to be consulted, especially where targeted work is required. Where service delivery is modified, local communities and users will be consulted about changes. During the pandemic the local community has been at the heart of most responses.

## **8. Background papers**

Background papers used in the preparation of this report:

Principles of Partnership Working

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

Cambridgeshire and Peterborough Local Outbreak Engagement Board

<https://cambridgeshire.cmis.uk.com/ccclive/Committees/tabid/62/ctl/ViewCMISCommitteeDetails/mid/381/id/63/Default.aspx>

Cambridgeshire Health and Wellbeing Board

<https://www.cambridgeshire.gov.uk/council/meetings-and-decisions>

Cambridgeshire and Peterborough Health and Wellbeing Board Core Joint Sub-Committee

<https://cambridgeshire.cmis.uk.com/ccclive/Committees/tabid/62/ctl/ViewCMISCommitteeDetails/mid/381/id/58/Default.aspx>

Cambridge City Community Safety Partnership Papers

<https://www.cambridge.gov.uk/cambridge-community-safety-partnership>

## **9. Appendices**

There are no appendices attached to this report.

## **10. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact GRAHAM SAINT, CORPORATE STRATEGY OFFICER, tel: 01223 - 457044, email:

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