

Item:

UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS



To:

Councillor Anna Smith, Leader and Executive Councillor for Communities, Environment and Community Scrutiny Committee, 24 March 2022

Report by:

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Wards affected:

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

Not a Key Decision

1. Executive Summary

- 1.1 This paper provides an update on the work of the Health and Wellbeing Board and Cambridge Community Safety as a part of the Council's commitment given in its "Principles of Partnership Working".
- 1.2 The paper highlights recent NHS reforms that have led to the setting up of Integrated Care Systems that will lead to adaptations in Health and Wellbeing arrangements to accommodate and share priorities and ways of working that will improve health and care for all, through shared leadership, integration and collaborative action. It also highlights the achievements of the Cambridge Community Safety Partnership during the year.

2. Recommendations

2.1 The Executive Councillor is recommended to:

- a) Continue to work with the Health and Wellbeing Board and engage with the Integrated Care Partnership to ensure that public agencies and others can come together to address the strategic issues affecting Cambridge City and that the concerns of Cambridge citizens are heard, as the system is developed.
- b) Continue to work with partners within the framework of the Cambridge Community Safety Partnership, identifying local priorities and taking action that will make a positive difference to the safety of communities in the city.

3. Background

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

- Cambridgeshire's Health and Wellbeing Board (HWB)
- Cambridge Community Safety Partnership

4. Cambridgeshire's Health and Wellbeing Board (HWB)

4.1 During the year Cambridgeshire's Health and Wellbeing Board, the Cambridgeshire and Peterborough Core Joint Sub-Committee and the Whole System Joint Sub-Committee did not hold meetings. The Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough was withdrawn after a public consultation launch in February 2020. This was in response to the arrival of the pandemic. To facilitate partnership working and coordinate local responses during the pandemic the Cambridgeshire and Peterborough Local Outbreak Engagement and Health Protection Boards were established, which held meetings during the year.

Integrated Care System for Cambridgeshire and Peterborough (ICS)

4.2 This year saw the creation of an Integrated Care System for Cambridgeshire and Peterborough, operating in a shadow form, in

response to national reforms of health and social care. There is the expectation that it will become fully operational from July 2022, subject to Parliament confirming current plans.

4.3 Integrated Care Systems, or ICSs, are partnerships working together to improve health and care for all, through shared leadership, integration and collaborative action. There will be 42 Integrated Care Systems in England, with an ICS covering all of Cambridgeshire & Peterborough, a population of around one million people. Clinical Commissioning Groups will then cease to exist with contracts and funding commitments migrating to the ICS. Organisations that form part of the ICS will include all NHS Trusts and organisations, local authorities (upper tier) and key voluntary sector partners.

4.4 The main outcomes that have been set for the Shadow ICS for Cambridgeshire and Peterborough, for its population are to:

- Reduce inequalities in health outcomes
- Create a system of opportunity
- Give people more control over their health and wellbeing
- Deliver world-class services
- Be environmentally and financially sustainable with a resilient workforce

4.5 ICSs are made-up of an NHS Integrated Care Board (ICB) and an Integrated Care Partnership (ICP) Committee.

Integrated Care Board (ICB)

4.6 The ICB will develop a Health Plan to meet the health needs of the population, having regard to the partnership's strategy. The Health Plan should cover service restoration, national operational planning requirements and Long-Term Plan commitments.

4.7 Reporting to the ICB, to facilitate the integration of care and provision of services closer to home, will be six Accountable Business Units (capable provider collaboratives), which will consist of:

- Two-placed based partnerships, North and South Place, which will further integrate health and care services, and build on the success of the two previous Alliances, based on the footprints of our two acute providers in the North and South, co-led by primary and secondary care.
- Three collaboratives across the Cambridgeshire and Peterborough system: Mental Health and Learning Disabilities; Children and Maternity, and; Specialist Acute Care.
- A Strategic Commissioning Accountable Business Unit that will initially absorb most of the ABU functions, until delegation decisions are confirmed at 'place' level. Support will be provided to the Primary Care Networks that are transitioning into Integrated Neighbourhoods.

4.8 These collaborative providers are at an early stage of development and being developed in partnership to drive the prevention agenda and integrated service delivery wrapped around groups of GP practices, (primary care networks) or in the case of children and young people, schools.

4.9 NHS England has produced guidance on the approaches, capabilities and roles of various organisations in the development of Provider Collaboratives. The guidance is clear in all examples that the host, lead or provider contractually responsible is an NHS trust or foundation trust.

Integrated Care Partnership (ICP) Committee and Health and Wellbeing Boards

4.10 The ICP Committee will be tasked with producing an integrated care strategy for the area and for securing the aims set for Integrated Care Systems. An Integrated Care Board is responsible for developing a plan to meet the strategy agreed by the ICP and for allocating resources against that plan.

4.11 Under current proposals it is expected that Health and Wellbeing Boards (HWBs) will continue to play an important role in assessing local needs and developing HWB strategies that the ICS should pay close regard to. The guidance makes it clear that ICSs are expected to work closely with the HWBs in their localities.

- 4.12 Discussions have taken place between the Whole System HWB sub-committee Chair and the ICS Chair and joint development sessions held with members where it has been agreed that in Cambridgeshire and Peterborough the HWB and ICP will look to prepare a single, joint health and well-being strategy. This one plan will reflect the priorities of all partners with a particular focus on the wider determinants of health. This will also include a single set of strategic health and wellbeing priorities, which will include the following for Cambridgeshire and Peterborough:
- Children are ready to enter education and exit, prepared for the next phase of their lives
 - Create an environment to give people the opportunities to be as healthy as they can be
 - Reducing poverty through better employment and better housing.
 - Promoting early intervention and prevention measures to improve mental health and wellbeing.
- 4.13 There is a particular responsibility for local government (upper tier) and the designate ICS Chair and CEO to lead a process that engages all partners. This will build on the previous development sessions between HWB Chairs and the ICS Chair and Chief Executive that commenced in October 2021 and look to further develop the initial set of ambitions for the ICP, as well as agreeing precise membership, governance and ways of working. This will include commentary on the alignment of the ICP and the Whole System HWBB to agree the principles of joint arrangements.
- 4.14 It is uncertain if the Cambridgeshire Health and Wellbeing Board will continue within the new arrangements, although the Whole System HWB is likely to persist, aligned to the emerging Integrated Care Partnership Board or merged with it. Evidence provided by Joint Strategic Needs assessments will continue to be used in developing local strategies. The HWB currently signs off on the Better Care Fund and HWB strategy.

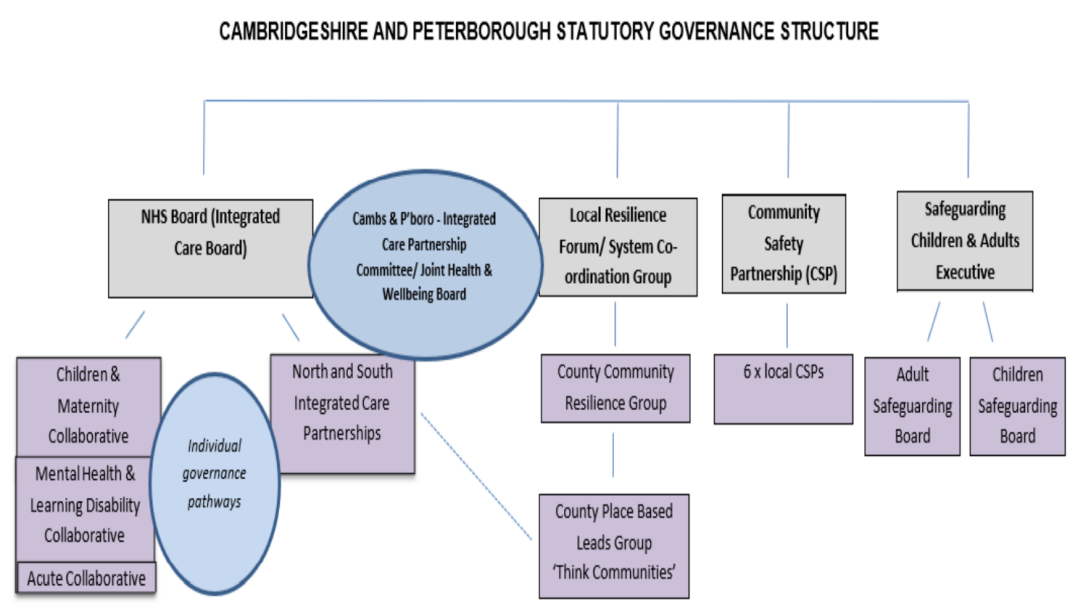
4.15 The four strategic health and wellbeing priorities focus on population health management, prevention, and inequalities and the Director of Public Health will lead on the delivery of these priorities on behalf of the upper tier local authorities, in collaboration with priority leads.

Health Scrutiny

4.16 Health Scrutiny at a county level, now forms part of the Adult Care and Health Scrutiny Committee, which is a merger to two previous committees, and is carried out in a defined Part 2 of the agenda, where local district council member representatives join the meeting. Health Scrutiny can request evidence of performance against the plans of the ICS focusing on the difference the ICS is making to the lives and outcomes of residents. Councillor Jenny Gawthrope Wood is the council’s representative for Health Scrutiny.

4.17 The current Cambridgeshire and Peterborough Statutory Governance Structure is shown in Diagram 1, below.

Diagram 1.



4.18 The City Council provided a senior officer to the CCG’s Northern Alliance meetings, which is now being transformed into a place-based provider collaborative. The Cambridge City and South Cambridgeshire Living Well Partnership, that fed into the Cambridgeshire Health and Wellbeing Board, has been discontinued. The City Council continues to

have a role in the development of local Integrated Neighbourhoods, connecting local Primary Care Networks with local services delivered by the City Council and the community and voluntary sector, helping to define local need.

- 4.19 The Public Health led county Health Reference Group, involving district council environmental health leads in developing local responses to health and wellbeing priorities in the HWB strategy, did not meet during the year. It is expected that as a new HWB strategy is developed, this group will start to meet again.

5. Cambridge Community Safety Partnership (“the CSP”)

- 5.1 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.

Strategic Assessment

- 5.2 At the start of the year (February 2021), following consideration of a Strategic Assessment prepared by the county council’s Research Group, looking at local trends in crime and disorder an in-depth analysis of progress against the priority areas of the CSP over the preceding year, two priorities were adopted by the partnership for the year:

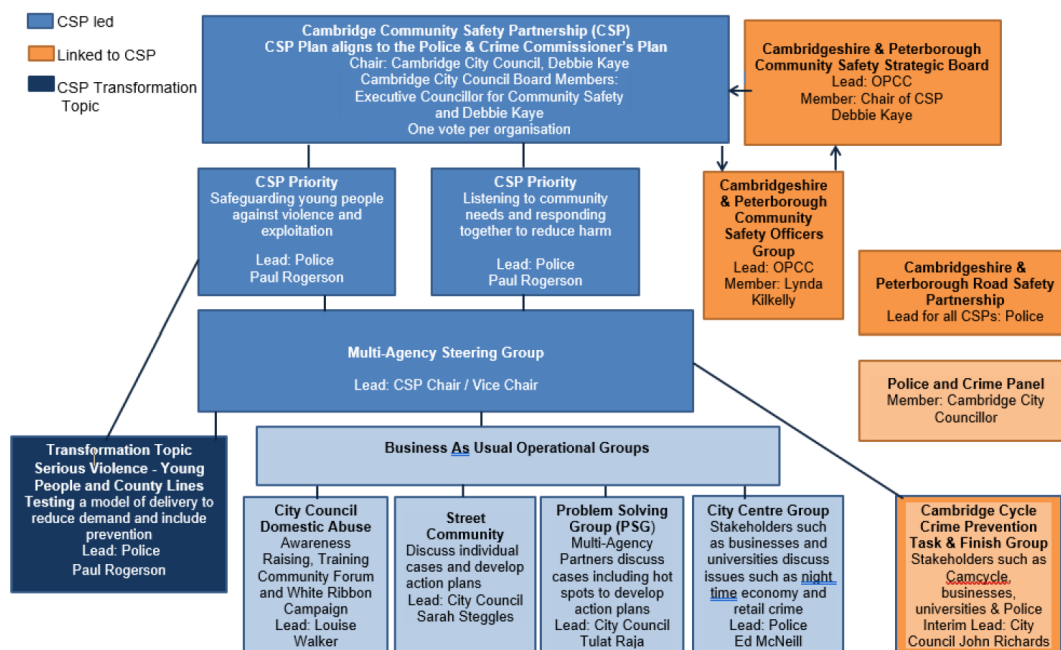
- **Safeguarding young people against violence and exploitation**
- **Listening to community needs and responding together to reduce harm**

Priorities for the Community Safety Plan (2021/22)

- 5.3 The priorities identified in the Strategic Assessment were then incorporated into a Community Safety Plan for 2021/2022 where more specific actions and targets are applied. The plan is mindful of the Cambridgeshire Police and Crime Commissioner’s Crime Plan and the requirement to ‘have regard’ to its priorities.

- 5.4 To help deliver the actions within the plan a multi-agency steering group oversaw “business as usual” operational groups in the year that looked at issues and covered the:
- City Centre,
 - Domestic Abuse
 - Problem Solving
 - Street Community
- 5.5 For priority one, **safeguarding young people against violence and exploitation**, the following areas of focus were set out:
- **Youth Consultation** - building initiatives for engaging with young people
 - **Organised Crime Groups** – ensuring the partnership responds to the needs of young people influenced or being exploited by crime groups, adopting multi-agency problem solving and principles of early intervention.
 - **Developing a County Lines Campaign** as a Transformation Topic, funded by the Office of the Police and Crime Commissioner and led by Cambridge CSP working with Safer Peterborough CSP, focusing on risks to children and young people.
- 5.6 For priority two, **listening to community needs and responding together to reduce harm**:
- A task and finish group ran in the year looking at **cycle crime prevention**.
- 5.7 Diagram 2, below, shows the structure of the Cambridge CSP and its relationship to Cambridgeshire and Peterborough CSP bodies.

Diagram 2: CSP Structure (June 2021)



Annual Review of Work Programme 2021

- 5.8 Cambridge CSP published its **Annual Review 2021** in October as a public facing document, outlining the work that it has carried out during the year. Achievements in the year included the following:
- 5.9 **Cambs Against County Lines** work raising awareness amongst young people and adults in the city of the risks around county lines drug dealing and helped young people and members of the community to recognise the signs of the associated grooming process. A bespoke Cambridge-centred video was commissioned, alongside a resource pack for schools and the local community.
- 5.10 Phase 3 of the project, its expansion and evaluation began in September 2021 with the delivery of the film and accompanying resources in schools by trained facilitators, followed by student evaluation, which provided positive feedback. The next stage is outreach work to engage with communities helping them to establish links with businesses, voluntary sector and community services to build on resilience in their local area to address the impact of County Lines.
- 5.11 This project has been recognised nationally as good practice, highlighting that anyone is at risk. It is funded by an allocation of £56,000 from the Police and Crime Commissioner.

5.12 The multi-agency **Cambridge Cycle Crime Prevention Task and Finish Group** undertook work in three areas during the year:

- Education – Running a ‘Save Our Cycles’ Campaign that encouraged the public to record their bike’s frame number with a description on Bikeregister.com. This allows the Police to trace and return stolen bikes. People were also asked to always lock their bike securely to a fixed object even if it is only being left for a few minutes.
- Infrastructure – conducting an audit of the cycle stands in the city, which has included identifying opportunities for safety and security improvements, with the aim of improving user confidence in the security of stands and prevent cycle related crime.
- Enforcement – continuing Police enforcement work, using cycle-theft intelligence to position CCTV to better monitor vulnerable locations and encourage the public to report cycle crime online or by calling 101, so that an accurate picture of the situation in the city can be gained.

5.13 Delivery of a **Safer Streets** project in the wards of Arbury and West Chesterton over a 6-month period that focused on improving home security and working with community-led organisations, like Neighbourhood Watch, to prevent burglary in vulnerable households. This project was funded by the Home Office and co-ordinated by the Office of the Police and Crime Commissioner.

5.14 During the year the **Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Partnership** (DASVP) completed the Safe Accommodation Needs Assessment in the summer. The key recommendation was to increase accommodation support for a number of groups, including older people and Lithuanian and Polish women.

5.15 A new 12-month fixed term role was developed for a **Specialist Housing Worker** to join the Supported Housing team to undertake work across all of Cambridge City Council’s services from Domestic Abuse Act Safer Accommodation Funding.

5.16 The city council also retained its **White Ribbon** status (March 2021), reaffirming the council’s commitment to ending male violence against women and girls, and has offered support to other district councils looking to achieve similar accreditation.

- 5.17 In September 2021, the city council and CSP were represented at a **Police Perpetrated Domestic Abuse Focus Group** to discuss a draft single charter proposed for Bedfordshire, Cambridgeshire, and Hertfordshire. In its role as a licensing authority, since 2016, the city council provides safeguarding, equality and protection training for all licensed taxi drivers, to allow them to identify and respond to concerns about the safety of their passengers, including those who may be at risk of sexual violence¹⁹. Attendance at refresher training is required every three years.
- 5.18 Work in the **City Centre** included the renewal of the **Purple Flag** award, continued training for staff at licensed premises to be able to identify and respond appropriately to crime by Cambridge Business Against Crime (CAMBAC) and support for campaigns such as 'Ask For Angela', led by CAMBAC, which aims to keep people safe while dating – helping to prevent and reduce sexual violence and vulnerability within the night-time economy.
- 5.19 CAMBAC continues to work closely with the council, police and other partners to increase intelligence about offenders and offending behaviour and offering training in relation to retail crime.
- 5.20 The council supports the local community and voluntary groups with community safety funding for projects that contribute to reducing crime, the fear of crime and anti-social behaviour. For 2021/22 this fund is £20,000. Projects funded in that year included: a contribution towards Camcycles' "Save Our Cycles" campaign; detached work by Romsey Mill with young people in the Queen Edith's ward; a contribution towards an additional light on Christ's Pieces, funded by The Rotary Club; and a contribution towards the increased street lighting in Cambridge.
- 5.21 The council's Area Committees consider local areas of concern, highlighted in neighbourhood profiles compiled by the Police and the Council's Community Safety Team, which action and resources can be directed to, to help resolve.

Future Work and Challenges

- 5.22 Each year the Cambridge Community Safety Partnership (CCSP) has a Development Session to look back at achievements for the year and to discuss future work and challenges, including the setting of priorities for

the CSP for 2021/22. This year two sessions were held in January and February (2022) and a Strategic Assessment provided by the county Research Group (2022) was again used as an evidence base for considerations.

- 5.23 The Strategic Assessment (2022) recommended that the CSP take forward its existing current broad priorities but also look to build a local understanding of how increases in cyber-crime, fraud, scams, and tech abuse that have become more prominent in the year relate to those key priorities. The assessment felt that building such an understanding was an opportunity to further enhance the work of the CSP. The CSP was also advised to take note of the likely future actions required by introduction of the Serious Violence Duty and the establishment of a county Domestic Abuse Strategic Board, which the CSP will be represented on.
- 5.24 The assessment highlighted that, whilst the overall volume of ASB slightly decreased compared to the previous year, the council's Antisocial Behaviour team has described increasingly complex ASB, oftentimes with both the perpetrator and victims of ASB having significant support needs. The pandemic influencing changes in access to support as well as a lack of diversionary youth services have been highlighted as a concern.
- 5.25 The Community Safety Partnership agreed to receive funding from the Office of the Police and Crime Commissioner (OPCC) for a Cambridge Problem Solving Co-ordinator post to support the Putting Communities First strategy. This will be an additional post on the City Council Community Safety Team for a fixed term until the end of March 2025. The post will enhance the multi-agency problem solving approach already in place in the city to address anti-social behaviour, crime and disorder. This will include, amongst other key outcomes, visible local responses to community safety issues (as agreed by the relevant working groups), partnership working with Problem Solving Co-ordinators across the county and co-ordination of bids to the OPCC's Communities Fund through a Think Communities approach.

Governance

- 5.26 The Cambridge CSP brings together a number of agencies concerned with tackling and reducing crime and antisocial behaviour in Cambridge. It meets quarterly and its Board is currently chaired by a Head of Service from Cambridge City Council. Councillor Alex Collis, Executive

Member for Open Spaces, Sustainable Food and Community Wellbeing is a member of the CSP Board.

5.27 The Council also has a representative, Councillor Alex Collis, in the **Cambridgeshire and Peterborough Police and Crime Panel**, which oversees and scrutinises the work of the PCC. The PCC is required to consult with the Panel on his plans and budget for policing, as well as the level of council tax and the appointment of a Chief Constable. The Panel will maintain a regular check and balance on the performance of the Commissioner.

6. Implications

(a) Financial Implications

The partnerships will be responsible for putting in place new ways of working as part wider transformation plans. By working together with other public agencies the council may be able to achieve more than working on its own.

(b) Staffing Implications

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

(d) Environmental Implications

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

(e) Procurement

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

(f) Consultation and communication

Where service delivery is modified, local communities and users will be consulted about changes. The HWB consultation is designed to

be accessible to a wide range of people to help them understand the proposed priorities.

(g) **Community Safety**

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 into account. This is part of the core work of the Cambridge Community Safety Partnership.

8. Appendices

No Appendices are attached.

9. Consultation and communication considerations

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

10. Background papers

Background papers used in the preparation of this report:

Principles of Partnership Working

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

Cambridgeshire County Council's Adults and Health Committee Meetings

[Council and committee meetings - Cambridgeshire County Council > Meetings \(cmis.uk.com\)](https://cmis.uk.com/Council%20and%20committee%20meetings)

Paper to Adult and Health Committee on Integrated Care System for Cambridgeshire and Peterborough

[Document.ashx \(cmis.uk.com\)](#)

Draft Health and Wellbeing Strategy: Consultation documents, including "online" survey

<https://consultcambs.uk.engagementhq.com/health-and-wellbeing-strategy-consultation>

Cambridgeshire Health and Wellbeing Board Committee details

https://cambridgeshire.cmis.uk.com/cc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/12/Default.aspx

Joint Strategic Needs Assessments

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

Annual Public Health Report

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

Public Health Profiles

https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E07000008?place_name=Cambridge&search_type=parent-area

Cambs Against County Lines

<https://www.cambridge.gov.uk/cambs-against-county-lines>

Save our Cycles campaign

<https://www.camcycle.org.uk/resources/cycletheft/>

Papers for Community Safety Partnership, including End of year Review, Strategic Assessments, Community Safety Plan 2020/21 and agenda and minutes:

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

Cambridgeshire Police and Crime Panel

British Crime Survey Findings

<https://www.crimesurvey.co.uk/en/SurveyResults.html>

11. 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: graham.saint@cambridge.gov.uk.